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# FACTORS INFLUENCING STRATEGIC PLAN IMPLEMENTATION IN NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI COUNTY, KENYA

**Cheruiyot, S. K.,[1] Kihara, P. M.,[2] & Senaji, T. A.[3]**

[*1] MBA Student, School of Business and Economics, Kenya Methodist University [KEMU], Kenya
[2, 3] Ph.D, Lecturer, School of Business and Economics, Kenya Methodist University [KEMU], Kenya

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***ABSTRACT***

*Strategic business plan and its implementation are the "heart and soul" of any business organization and operation. A business strategy plan is a game plan that management uses to stake out market position, conduct its operations, attract and retain customers, compete successfully and achieve organizational objectives. After formulation, strategies need to be implemented otherwise they will become useless to the organization. The main purpose of this study was to determine the factors influencing strategic plan implementation in non-governmental organizations in Kenya. Specifically, the study focused on the extent to which organizational leadership and organizational culture affect strategic plan implementation in non-governmental organizations in Kenya. This study would be significant to the management NGOs in Kenya as it would assist them formulate and design appropriate mechanisms to identify and overcome challenges in implementing strategic plans so as to achieve the set goals, objectives and remain relevant in the ever changing environment and position the NGOs strategically for success in the future. This study adopted descriptive research design and targeted non-governmental organizations in Kenya. To attain a sample size that had a sufficient size qualified to the goals of the study, the researcher adopted Yamane's formula to attain sample size of 52 NGOs of the target population of 702 NGOs. The main data collection instrument that was used in this study was questionnaire. Both quantitative and qualitative approaches were used for data analysis whereby Statistical Package for Social Sciences (SPSS version 21.0) was used to run descriptive statistics such as frequency and percentages.*

***Keywords:*** *Organizational Leadership, Organizational Culture, Strategic Plan Implementation*

## INTRODUCTION

Strategic planning can be defined as the process of using systematic criteria and rigorous investigation to formulate, implement and control strategy and formally document organizational expectations (Higgins &Vincze, 2009). Successful strategy creation commences with a visualization of the total shape of the company as to where the organization stands at present and what all is needed to progress. The vision about the organization enables the management at the higher level to formulate the mission of the organization. One of the functions of a mission statement is to provide the organization its unique individuality, business weight, and course for progress that usually locates it separate from other correspondingly positioned companies (Pollanen, 2008).

Strategic planning requires recognizing that successful strategic planning encompasses all managers at all levels of corporate. Much of the best planning can and should be done by business and functional managers who are closest to the facts; in other words, planning should be decentralized, corporate-level planners should take on roles as facilitators who help business s and functional managers do the planning by setting the board strategic goals of the organization and providing resource required to identify the strategies that might be required attain those goals Jones &Hill (2008)

Strategic planning is needed at the point when priorities begin to compete with one another. It is necessary to have specific goals for any activity to measure effectiveness in addition to thinking strategically for long-term success. With broad plans on the upper levels of the organization and specific plans at program levels, quality control will improve the focus and process. There are many different dimensions to planning, classified according to: the time involvement of the plan, the organizational level performing the plan, the activities involved in the plan, and the general characteristics or purpose of the plan. Although there are different dimensions concerning planning the main emphasis is on a clearly defined plan with specific goals and objectives.

Depending on how corporate is organized those who implement strategy will probably be a much more diverse set of people than those who formulate it. In most large, multi-industry corporations, the implementers are everyone in the organizations, vice president of functional areas and directors of divisions of strategic business units (SBU). Work with their subordinates to put together large-scale implementations plans. plant managers project managers and units heads put together plan for specific plants, departments and units , therefore , every operational managers down to the first time supervisor and every employee is involved in some ways In the implementations of corporate , business and functional strategy (Wheel &Hunger et al 2010).

The important point to recognize at this point is that functional activities long associated with doing the work of any business organization are increasingly subject to be outsourced if they can be done more cost effectively by other providers . so it becomes critical for managers implementing strategic plans to focus company activities deemed central to the company's competitive advantage and seek others outside the firms structure to provide the functions that are necessary but not within the scope of the firms core competencies and increasingly , this decision considers every organizational activity fair game – even marketing , products designs , innovative. Pearce II& Robison*et al*(2013).

Strategy implementations is the sum total of the activities and choices required to the executive of a strategic plan. It is the process by which objectives, strategies and polices are put into action through the development of programs, budgets and procedures. Although implementations are usually considered after the strategy has been formulated, implementations are a key part of strategic management. Poor implementation has been blamed for a number of strategic failures. For examples studies show that a half of all acquisition fail to achieve what had expected of them, and one out of four international ventures doesn't succeed Wheelen& Hunger (2010). Strategy implantation concerns the managerial exercise putting a freshly chosen strategy into place. The strategic plan devised by the organization propose the manner in which the strategies could be put into actions strategies by themselves, do not lead to actions. They are in the sense a statement of intent, implementations talks are meant to realize the intent. Strategies, therefore, have to be activated through implementations (Kazim*et al*,2008).

Strategic business plan and its implementation are the "heart and soul" of any business organization and operation. A business strategy plan is a game plan that management uses to stake out market position, conduct its operations, attract and retain customers, compete successfully and achieve organizational objectives. After formulation, strategies need to be implemented otherwise they will become useless to the organization. The organization needs to continuously evaluate its success in implementing the particular strategies that it formulates. It is upon the particular organization to identify implementation challenges and come up with mechanisms for overcoming them. Elements that require consideration during the implementation process include annual objectives, policies, resource allocation, management of conflict, organization structure, managing resistance to change and organizational culture (David, 2011).

In U.S.A Microsoft first recognized the potential importance of cloud computing in 2006-2007. At the time the business was tiny. However, through its environmental scanning, Microsoft quickly realized that over time, the economics of cloud computing would become increasing attractive Jones &Hill (2008) In the middle east a case of pharmaceutical findings revealed that four of the operation factors namely, resource availability, communication, operational planning in addition to control and feedback, strongly affect the success of strategy implementation, further, resources availability was ascertained to be most in influential factor, followed by control and feedback then by communication. Strategy implementation involves managing stakeholders' relationships and organization resources in a manner that involves business toward the successful execution of its strategies consistent with its strategic directions Harrison(2003).

According to Nkozi (2015) study in South Africa concerning factors affecting strategy plan implementation, the study considered that lack of adequate financial resources emerged as the most significant factor or challenge in strategy implementation; followed by inadequate structure that effectively supports strategy implementation, weak continuous professional development policies and resistance to change remain obstacles toward strategy implementation . Research studies reports that strategies often find that strategy implementations is much more difficult than strategy formative strategies have developed skills to formulate strategies well but when it comes to implementation. , there much more left to be cleared. Forinstance, a consulting agency'sreport concluded that eight out of ten companies failed to deploy strategies very effectively. A study in Indian context done with 145 managers working in companies in and around Delhi attempted to uncover the reasons why strategy implementation is always unsuccessful. The study listed most frequently cited reasons of which the major ones are inadequate management skills, poor comprehension of roles, inadequate leadership, ill-defined tasks and lack of employee commitment.

In Kenya Omboi & Mucai (2011) argues that weak managerial behavior as a result of strategic thinking of the management and the influence of reward and incentives were found to be weak as it was intrinsic motivation of the teachers professional ethics than, intrinsic motivation by management through tangible reward by management that makes lectures to co-operate for the implementation of the strategic plans. Mbithi (2016) posits that for an organization to successfully implement its strategy, it must ensure the existence and alignment of all strategy supportive aspects of the organization.

Non-governmental organization is any organization that receives donor funds to implement interventions such as health, education, micro financing, appropriate technology and social services (Bwibo, 2000). A non-governmental organization is an organization that is not part of the government and is not funded by the state. NGOs are therefore typically independent of governments. Although the definition can technically include profit corporations, the term is generally used to mean social cultural, legal and environmental advocacy groups having the goals that are primarily non-commercial. NGO's are usually non-profit of their funding from private sources (Korten, 1990).

**Problem statement**

McNamara (2010) observes that a frequent complaint about the strategic planning process is that it produces a document that ends up collecting dust on a shelf – the organization ignores or fails to make good use of the precious information depicted in the strategic planning document. African context studies (Aosa, 2008; Fubara, 2007) noted that many firms created strategic plans which are rarely implemented according to the planned schedules. This study sought to examine the factors influencing strategic plan implementation in non-governmental organizations in Kenya, giving attention to the strategic plan implementation steps including the organization's corporate purpose, environmental scanning, and identification of strategic issues, strategy choice and setting up implementation, evaluation and control systems. Most NGOs experience challenges are resource constraints, institutional and capacity gaps including poor leadership and governance in implementing strategies. Strategic plans remain blue prints with less impact in their realization.

Several studies have been conducted on the relationship between strategic planning and organization's performance in Non-Governmental Organizations in Kenya. Muturia (2009) studied multi-dimensional strategic planning practices and firm performance. Arasa (2008) carried out a research on strategic planning, employee participation and firm performance in Kenya's insurance industry. Ong'ayo (2012) carried out research on employee perception of the influence of strategic planning on organization performance at the Ministry of Foreign Affairs, Kenya Government. There has not been a study which has been undertaken on the factors influencing strategic plan implementation in Non-Governmental Organizations in Kenya. Therefore, it was against this background this study arose to bridge the realized knowledge gap on strategic plan implementation in Non-Governmental Organizations and in particular, the NGOs that were in Nairobi County.

**Objective of the study**

The main objective of the study was to assess factors that influence of strategic plan implementation in Non-Governmental Organizations in Nairobi County, Kenya. The specific objectives were:-

- To determine the extent to which organizational leadership affect strategic plan implementation in Non-Governmental Organizations in Kenya

- To establish the extent to which organizational culture affects strategic plan implementation in Non-Governmental Organizations in Kenya

## LITERATURE REVIEW

### Theoretical review

### Resource-Based Theory

Resource based theory at business level is used in explorations of the relationships between resources, competition, and profitability including the analysis of competitive imitation, the appropriatability of returns to innovations, the role of imperfect information in creating profitability difference between competing firms, and the means by which the process of resource accumulation can sustain competitive advantage. Together, these contributions amount to what has been termed “the resource-based view of the firm.” However the implications of this “resource-based theory” for strategic management are unclear for two reasons. First the various contributions lack a single integrating framework. Second, little effort has been made to develop the practical implications of the theory. This theory proposes a framework for resource-based approach to strategy formulation which integrates a number of key themes arising from strategic planning literature. The framework involves five-stage procedure for strategy formulation; analyzing the firm’s resource-base; appraising the firm’s capabilities; analyzing the profit-earning potential of firm; selecting a strategy, and extending and upgrading the firm’s pool of resources and capabilities for results in performance (Rumelt,2001).

Resource-based theory, like any theory, draws on prior theoretical work in developing its predictions and prescriptions. In the case of resource-based theory; important prior theoretical work comes from at least four sources (a) the traditional study of distinctive competencies, (b) Ricardo’s analysis of land rents (c) Penrose (1959) and (d) the study of antitrust implications of economics (Barney & Clark ,2007)

Among the first distinctive competencies identified by those trying to understand persistent performance differences between firms was general management capability. General Managers are managers in firms who have multiple functional managers reporting to them. Typically general managers have full accounting profit and loss responsibility in a firm. And when they do not have this responsibility, general managers are likely to lead cost centres (Baryney, & Clark, *et al* 2007).

According to the resource based theory, every organisation regardless of its nature, goals and methods of operation, has a unique set of resources (tangible and intangible) that differ in quantity and quality and influence its condition and success. The type and size of resources, as well as other properties such as durability, mobility, varity, or repeatability, also determine the development. Analysis from the perspective of intangible factors and core competencies (resource-based theory) is a subject of strategic management (Maja, 2016).

While not denying the importance of understanding the role of market power in explaining the existence of sustained superior firm performance in some industrial sellings, efficiency theories of sustained superior firm performance and especially on one particular efficiency theory resource based theory. Indeed, there is little doubt that general managers can have a very significant impact on firm performance (Mackey, 2006). These continue to be a tradition of leadership research that executives the skills and abilities of leaders and documents their impact on the performance of firms (Finkelstein and Hambrick, 1996). Some of the best of this work focuses on general managers as change agents and emphasies the impact that these transformational leaders’ can have on a firm’s performance (Tichy and

Devanna, 1986). Finkelstein, S and Hambrick, D. (1996) strategic leadership: top executives and their effects on organisations: Minneapolis /of parl: West.

Strategy consists in making choices and taking decisions involving an organisation while being aware of their interactions between the corproates, its environment, and its existing or potential resources. Linked to corporate policy, it is an activity which requires reflection and action. As practice, it gradually constructs ensembles of opportunities and imagines trajectories of development in a rapidly changing and partially unpredictable environment (Desreumax, 2006).

Resource-based theory relates and buttresses the arguments and inspirations geared to this study, basically every organization has to depend on recourses to achieve any meaningful success, and resources therefore include both human and financial resources. One of the dimensions of strategic management is that it requires organizations resources both in the short term and in the long run. Human resources therefore precede financial resources in strategic plan, at implementation stage human and financial resources are used concurrently. This theory therefore bolsters this study's resources are inevitable in any organizations strategic plan and implementation arrangement.

**Stakeholder Theory**

This research also refers to stakeholder theory. Stakeholder theory argues that every legitimate person or group participating in the activities of a firm or organization, do so to obtain benefits, and that the priority of the interests of all legitimate stakeholders is not self-evident (Donaldson & Preston, 1995).They further argue that, although Stakeholder Theory is descriptive and instrumental, it is more fundamentally normative. Stakeholders are defined by their interests and all stakeholder interests are considered to be intrinsically valuable. Stakeholder Theory is managerial in that it recommends attitudes, structures, and practices and requires that simultaneous attention be given to the interests of all legitimate stakeholders.From the outset, stakeholder theory has cast itself as a practical and useful theory associated with strategy, as is demonstrated by both the oldest and most recent publication on subject (Maria & Jacob, 2016).

Stakeholder theory offers a representation of the "management of management" (Perez, 2003) and of governance as a space of negotiation and deliberations about value creation. In other words it defines co-corporate governance as something more than just the rules pertaining in boards of directors, and this when most of the finance literature (Shleifer and Vishny, 1997) restricts it to dominant definition of governance which covers all the mechanisms that guarantee various lenders a return an investment, while preventing the directors and dominant stakeholders from appropriating excessive value (Wirtsz, 2008).

A few stakeholder researchers have emphasized the role of external factors influencing firm behaviour toward stakeholders. They argue that, because firms exist and function within a constellation of constituencies with varying levels of power (Mitchell, Agle and Wood, 1997), their actions are necessarily constrained. The network structure of the actors, surrounding a firm effects how it behaves toward them (Rowley, 1997) and the patterns of resources dependencies and group identities impact upon how and when stakeholder groups act to influence the behaviour of these firms (Rowley and Moldoreans, 2003).

Strategic management as an academic discipline has its roots in a business school course, fairly early in the twentieth century many business schools became offering a course called business policy (learned, Christensen Andrews, and gulf 1965) identified four components of strategy (1) market opportunity, (2) corporate competencies and resources, (3) personal values and aspirations, and (4) acknowledged obligations to segments of society other than stakeholders. (Barney, 1991) acknowledged external obligations beyond those owed to stockholders and suggested the importance of values and purpose.

Stakeholder theory basically refers to every entity partaking in strategic plan implementation. This involves contributors and implementers of strategic decisions; in a nutshell they include managers, shareholders, customers, creditors, government agencies, employees etc. In this regard the views of the stakeholders must be solicited in order to arrive at informed strategic decisions. Strategic plans and implementation rely heavily on levels of strategic management being corporate, business and functional levels the aforementioned levels are constituted by strategy plan and implementation stakeholders. Failure to incorporate stakeholders views in strategic plans it eventually hinders strategy implementation basically because stakeholder play a pivotal role in strategy implementation.

**Empirical review**

**Strategic Plan Implementation**

Strategic plan requires and extensive information processing capacity and a potential for operational flexibility originating from non-routine technology. The flexibility mix in the planned form therefore consists mainly of specific rules and detailed procedures. Strategic management in planned form involves scanning the environment reducing rivalry and systematically developing strategic plans. The incremental changes result in further attempt by the firm to perfect in process regularities and basic beliefs andassumptions. These attempts increase organization inertia. In contrast to the planned form, the flexibility amid dominated by strategic and structural flexibility. In addition its ability to change its organizational conditions is reasonably high. Volberda, Morgan, Reimoller, Hitt, DuaneIreland, Hoskisson(2011)

In addition, important differences in measurement and control system often exist. Fundamental to the concept of planning is a well-conceived future-oriented approach to decision making that is based on accepted procedures and methods of analysis. Consistent approaches to planning throughout a firm are needed for effective review and evaluation by corporate headquarters. In a global firm, planning in complicated by differences in national attitudes toward work, measurement, and by differences in government requirements about disclosure information. Although such problems are an aspect of the global environment, rather than a consequence of poor management, they are often most effectively reduced through increased attentions to strategic planning Pearce II & Robinson(2003).

**Leadership**

Strategic leadership is the ability to anticipate, envision, maintain flexibility and empower others to create strategic clauses as necessary. multifunctional in nature, strategic leadership involves managing through others, managing an entire enterprise rather than that continues to increase in global economy's complexity, strategic leaders must learn how to effectively influence human behavior, often in uncertain environment by word or personal example, and through their ability to envision the future, effective strategic leaders meaningfully influence the behaviors thought and feelings of those whom they work with. The ability to attract and then manage human capital may be the most critical of the strategic leaders' skills, especially because the lack of talented human capital constrains firm grouse. Increasing leaders throughout the global economy possess or are developing et al page 402-403. Companies can develop effective successive plans.

Usually such plans call for selecting one or more potential successors and helping them to build the capabilities necessary to perform the CEO's job.

The style of strategic leadership will be very influential. We also argue that the preference of the strategic leader affects the desirability of particular strategic alternatives. The structure of the organization, and delegation of responsibilities the freedom of managers to act, their willingness to exercise initiative and the incentive and reward systems will be all be determined and influenced by strategic leader. These in turn determines the effectiveness of implementation the strategic leader choices and freedom to act, however, may be constrained by any resources limitations and certain environmental forces.

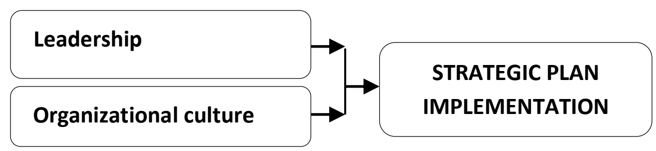
**Organizational culture**

Thomson, Scott and Martin et al 2017 while organizational structure provides the framework through which intended strategies are or are not implemented, the structure also provides a foundation for emergent strategy creation and allocated tasks to people in certain roles with certain expectations. The accompanying systems which in part are designed to coordinate all of these tasks into a meaningful whole this create synergy, help to determine the freedom that individual managers have to change things: the style of management, influenced by the strategic leader, which determine, how coordinated efforts are how co-operative managers, functions and businesses are with each other, and how willing managers are to accept empowerment and make changes (Thompson, Scott and Martin *et al*, 2017)

Campell (2015) emphasize that designing effective structures for large, diverse organizations is complex and that decisions concerning what may best be centralized and what should be decentralized is key. Governance and compliance will always be the central core- then it becomes a question of the value that can be obtained from centralizing other things. From this approach come decisions about the nature of relationships between the center and the developed parts of the organization.

**Conceptual framework**

A Conceptual framework is a hypothesized model identifying the model under study and the relationships between the dependent variable and the independent variables (Mugenda&Mugenda, 2006). A research conceptualizes the relationship between variables in the study and shows the relationship graphically or diagrammatically.




**Independent Variables** **Dependent Variable**

**Figure 1: Conceptual framework**

*Source: Researcher, 2018*

**Literature Review**

**Leadership**

Leadership is the art of making followers to be focused to achieve the task in hand. Leadership is paramount in any organization because it enables organization fulfill tasks enshrined in their vision and mission statements. Every organization therefore needs to inculcate the culture of good leadership principles. Without good leadership and a competent leader it would be systemically elusive to an organization to meet its existence purpose. For instance in the art of strategic management organization leadership must define the way an organization needs to achieve its goals through strategic planning. At strategy implementation stage, good leadership and effective leaders ensure the planed strategies and conclusively executed. Since strategic management sporadically communicates changes in an organization, good leadership must engage aspects of leadership for example motivation to enable efficient change management in an organization.

**Organization culture**

Organization culture is shared meaning and shared sense making, shared values and inspiration in an organization. Organization culture defines beliefs and how organizations achieve their missions. Organization culture normally is communicated or enshrined in organization tagline for example Kenya Commercial Bank tag line is “Making the difference” this guides the culture in an organization and employees can strive to ensure they do their work diligently to impact positively on customers satisfaction. In the NGO world an example of Red Cross the tag line is “Alleviating Human Suffering” this makes the organization to have shared meaning of organizations existence. It galvanizes the organizations’ employees in to a culture of mitigating human suffering. In this study therefore organization culture will enrich the success of strategic plan implementation, because the strategies plans will be motivational with regards to shared meaning described by an organizations culture. Organization culture that the employees of a company or organizations subscribe to can help mitigate resistance to change that can be contained in strategic plans.

## METHODOLOGY

This study adopted descriptive research design. This design as defined by Orodho (2003) is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals. The target population for this study constituted of all the selected NGOs in Nairobi County. The main data collection instrument that was used in this study was questionnaire. This was used for the purpose of collecting primary quantitative data. Both quantitative and qualitative approaches were used for data analysis. Quantitative data from the questionnaire were coded and entered into the computer for computation of descriptive statistics. The Statistical Package for Social Sciences (SPSS version 21.0) was used to run descriptive statistics such as frequency and percentages so as to present the quantitative data in form of tables and graphs based on the major research questions.

## FINDINGS

**Leadership**

The leadership style has been acknowledged to be one of the factors that influence strategic plan implementation by non-governmental organizations in Nairobi County. The study wanted to establish the claim. The respondents were therefore required to rate their responses on a likert scale of 1-5 where: 1= Strongly Disgree; 2= Disagree; 3= Undecided; 4= Agree; 5=Strongly Agrees. The analysis in table 1 below showed that the minority who scored the highest mean of 4.35 and a standard deviation of 0.842 agreed that commitment of top management was very crucial in strategy implementation because employees took their cues from senior management. This was closely followed by those who too agreed that leadership energy demonstrable commitment sent a positive signal to the employees at a mean of (4.24) and a standard deviation of (0.852). The majority of the resopndents were undecided that; the strategic leader directed the organization by ensuring that long term objectives and strategies had been determined and were understood by managers who were responsible for implementing the strategy, with a mean of (3.98) and a standard deviation of (0.963), leaders clarified the expectations and offered recognition when goals were achieved at a mean of (3.81) and a standard debviation of (0.794), and strategic leader provided and shared vision, direction and purpose for the organization at a mean of (3.77) and a standard devaiation of (0.812).

**Table 1: Leadership**

| Leadership | M | SD |
|---|---|---|
| Strategic leader provides and shares vision, direction and purpose for the organization | 3.77 | 0.812 |
| Leaders clarify the expectations and offers recognition when goals are achieved | 3.81 | 0.794 |
| The strategic leader directs the organization by ensuring that long term objectives and strategies have been determined and are understood by managers who will be responsible for implementing the strategy. | 3.98 | 0.963 |
| Commitment of top management is very crucial in strategy implementation because employees take their cues from senior management | 4.35 | 0.842 |
| Leadership energy demonstrable commitment send a positive signal to the employees | 4.24 | 0.852 |

The findings coincided with (Thompson&Vecchio, 2009), who puts it clearly that effective leadership is required for successful strategy implementation, in a competitively chaotic environment, and one essential contribution of a strategic leader is to provide and share clear vision, direction and purpose for the organization. The chief executive officer's action and the perceived seriousness to a chosen strategy would influence subordinate managers' commitment to the strategy implementation. Therefore, leadership influences strategic plan implementation by non-governmental organizations in Nairobi County.

**Organizational Culture**

The organizational culture influences strategic plan implementation by non-governmental organizations. The respondents were therefore required to rate their responses on a likert scale of 1-5 where: 1= Strongly Disagree; 2= Disagree; 3= Undecided; 4= Agree; 5=Strongly Agrees. The analysis in table 2 below showed that all the respondents in the category of organizational culture agreed that; culture gave members of the organization the ability to develop a collective identity, and guided them in their daily business relationships, at a mean of (4.40) and a standard deviation of (0.849), culture controlled the way people and groups interacted with each other and with stakeholders outside the organization, at a mean of (4.23) and a standard deviation of (0.812), the same with organizational culture enhanced integration and coordination within the organization at a mean of (4.23) and a standard deviation of (0.812), culture created awareness and understanding of the organization's core values that help employees to respond to problems they faced during the process of strategy implementation with a mean of (4.21)and a standard deviation of (0.774), and lastly culture sets the tone for the company and establishes rules on how people should behave at a mean of (4.14) and a standard deviation of (0.774) same with organizational culture helps in nurturing and dissemination of core values at a mean of (4.14) and a standard deviation of (0.774).

**Table 2: Organizational Culture**

| Organizational Culture | M | SD |
|---|---|---|
| Organizational culture helps in nurturing and dissemination of core values | **4.14** | **0.774** |
| Culture control the way people and groups interact with each other and with stakeholders outside the organization | **4.23** | **0.812** |

| | | |
|---|---|---|
| Culture sets the tone for the company and establishes rules on how people should behave. | **4.14** | **0.774** |
| Organizational culture enhances integration and coordination within the organization. | **4.23** | **0.812** |
| Culture gives members of the organization the ability to develop a collective identity, and guides them in their daily business relationships | **4.4** | **0.849** |
| Culture creates awareness and understanding of the organization's core values that help employees to respond to problems they face during the process of strategy implementation. | **4.21** | **0.774** |

The findings concurred with Hill et al (2009), who define organizational culture as the "specific collection of values, norms, beliefs and attitudes that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization". Implementation of a new strategy will be concerned with adjustment in the structure, employees, systems and style of doing things in order to accommodate the perceived needs of the strategy (Pearce & Robinson, 2007). Weihrich& Koontz (2012) looks at culture as the general pattern of behavior, shared belief and values that members have in common. Culture can be inferred from what people may do and think within an organization setting. It involves the learning and transmitting of knowledge, beliefs and pattern of behavior over time. This means that organizational culture is fairly stable and does not change fast. It sets the tone for the company and establishes rules on how people should behave.

**Strategic Plan Implementation in NGO's**

The study sought out to recognize whether strategic plan implementation in NGO's influences strategic plan implementation by non-governmental organizations. The respondents were therefore required to rate their responses on a likert scale of 1-5 where: 1= Not sure; 2= No effect; 3= Minimal effect; 4= Some effect; 5=Most effect. The analysis in table 4.7 below shows the results. The analysis in table 3 below showed that majority of the respondents said that these strategy implementation had some effect; the organization's level of available diagnostic, administrative, interpersonal and problem solving skills were the key to strategic performance, at a mean of (4.42) and a standard deviation of (0.499), policies and procedures were committing the human resources to continuous improvement, with a mean of (4.12) and a standard deviation of (0.324), employee empowerment, motivation and reward were considered critical in the organization in the implementation success, at a mean of (4.21) and a standard deviation of (0.506), the organizational management structure enhanced strategic leadership, at a mean of (4.40) and a standard deviation of (0.495), Employee competencies and capabilities were critical factors in the success of the organization's strategic moves, at a mean of (4.51) and a standard deviation of (0.506), the authority given to managers determined the success of working through others with a mean of (4.42) and a standard deviation of (0.499), having a strategy supportive budgets and adequate resource allocation was considered a priority during implementation of the strategic plan, with a mean of (4.37) and a standard deviation of (0.489). The minority said that strategy implementation was most effective such that; the top managers created a climate that encouraged commitment to the strategic plan throughout the organization, at a mean of (4.91) and a standard deviation of (0.294), and management's personal relations with others in the organizations were compromised by its supervisory role, with a mean of (4.72) and a standard deviation of (0.454).

**Table 3: Strategy Implementation**

| Strategy Implementation | M | SD |
|---|---|---|
| The top managers create a climate that encourages commitment to the strategic plan throughout the organization | **4.91** | **0.294** |
| Management's personal relations with others in the organizations are compromised by its supervisory role | **4.72** | **0.454** |
| The organizational management structure enhances strategic leadership | **4.4** | **0.495** |
| The organization's level of available diagnostic, administrative, interpersonal and problem solving skills are the key to strategic performance. | **4.42** | **0.499** |
| Policies and procedures are committing the human resources to continuous improvement. | **4.12** | **0.324** |
| Employee empowerment, motivation and reward are considered critical in the organization in the implementation success | **4.21** | **0.506** |
| Employee competencies and capabilities are critical factors in the success of the organization's strategic moves. | **4.51** | **0.506** |
| The organizational leadership preference is instrumental for achieving targeted results. | **4.58** | **0.499** |
| The authority given to managers determines the success of working through others. | **4.42** | **0.499** |
| Having a strategy supportive budgets and adequate resource allocation is considered a priority during implementation of the strategic plan. | **4.37** | **0.489** |
| The current information systems facilitate effective and efficient dissemination of information throughout the organization. | **4.42** | **0.499** |
| The management's commitment in putting strategic plans into actions is commendable. | **4.42** | **0.499** |

The findings above postulated that implementation strategy is key for the survival of any organization. This is because environment keeps changing due to constant realities which present themselves in the daily operations of the organizations.

## CONCLUSIONS AND RECOMMENDATIONS

The findings indicated that the leadership style has been acknowledged to be one of the factors that influence strategic plan implementation by non-governmental organizations in Nairobi County. Leadership is required for successful strategy implementation, in a competitively chaotic environment, and one essential contribution of a strategic leader is to provide and share clear vision, direction and purpose for the organization. The chief executive officer's action and the perceived seriousness to a chosen strategy influences subordinate managers' commitment to the strategy implementation. Therefore, leadership influences strategic plan implementation by non-governmental organizations in Nairobi County.

The organizational culture influences strategic plan implementation by non-governmental organizations. Implementation of a new strategy would be concerned with adjustment in the structure, employees, systems and style of doing things in order to accommodate the perceived needs of the strategy. Organization looks at culture as the general pattern of behavior, shared belief and values that members have in common. Culture can be inferred from what people do and think within an organization setting. It involves the learning and transmitting of knowledge, beliefs and pattern of behavior over time. This means that organizational culture is fairly stable and does not change fast. It sets the tone for the company and establishes rules on how people should behave.

**Recommendation**

Appropriate leadership style to be specific should be embraced by the nongovernmental organizations. Leadership guarantee mentorship and accountability of strategic plan as the leaders carry out duties. In addition to leadership style creates conducive atmosphere for leader and follower to receive and give feedback. From this leadership in an organization enable to avert asymmetric strategic implementation plans since there will be participatory approach in strategic plans implementation. Secondly, leadership style enables the leader to demonstrate to the followers' general expectations of the organization; in this regard the implementation of strategic plans will be clearly spelt out to the followers to enable effective strategic implementation.

Organization culture is shared meaning and shared sense making, it makes employees in an organization to have sense of belonging and uniform operation to achieve goals in a task. I therefore recommend that organization culture should be properly monitored and managed to enable optimal performance in the nongovernmental organization. This recommendation includes though management of cultural diversities in the organizations a common characteristic in the nongovernmental organization. Organization culture should therefore take care of diversity of cultures to ensure a common standing in the organization. A well-managed organization culture motivates employees to work hard in achieving organizational goals, mission and vision, hence ensuring effective implementation of strategic plans.

**Suggestions for Further Research**

The literature review in this study depicted that previous studies carried in this field of factors influencing strategic plan implementation by non-governmental organizations have not addressed studies focusing other forty six counties in Kenya. Therefore, this study sets precedence for upcoming researchers to focus NGOs at county levels in the succeeding studies.

Secondly, this study utilized quantitative and qualitative research biased with cross-sectional study therefore subsequent studies should utilize longitudinal designs.

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