THE CHALLENGES FACED IN EFFECTIVE IMPLEMENTATION OF STRATEGIC PLANS IN NON-GOVERNMENTAL ORGANIZATIONS IN KENYA

BY

IRENE N. MUTUNGA

UNITED STATED INTERNATIONAL UNIVERSITY AFRICA

SPRING 2017
THE CHALLENGES FACED IN EFFECTIVE IMPLEMENTATION OF STRATEGIC PLANS IN NON-GOVERNMENTAL ORGANIZATIONS IN KENYA

BY

IRENE N. MUTUNGA

A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree in Master of Business Administration (MBA)

UNITED STATED INTERNATIONAL UNIVERSITY AFRICA

SPRING 2017
STUDENT'S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University in Nairobi for academic credit.

Signed: ___________________________    Date: ___________________________
Irene N. Mutunga (637647)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: ___________________________    Date: ___________________________
Dr. Michael G.M. Kirubi, PhD

Signed: ___________________________    Date: ___________________________
Dean, Chandaria School of Business
ABSTRACT

The purpose of this study was to determine the challenges faced in the implementation of strategic plans in non-profit organizations in Kenya. Strategy implementation is concerned with both planning how the choices of strategy will be put into effect, and managing the changes required. The strategic implementation process is very important for Non-governmental organizations that want to achieve high performance in today’s highly turbulent world.

The study was guided by the following research questions: Are management styles a challenge in the effective implementation of strategic plans in NGOs in Kenya? ; Are organizational resources a challenge in the effective implementation of strategic plans in NGOs in Kenya? ; Is organizational culture a challenge in the effective implementation of strategic plans in NGOs in Kenya? and Does stakeholders’ influence pose a challenge in the effective implementation of strategic plans in NGOs in Kenya?

A descriptive study design was used whereby the research instrument applied was a questionnaire. This was necessary because the data collected was quantitative in nature. A sample size of 94 was selected but due to non-response error only 61 participants accepted to be part of the study. Piloting and pretesting was done to determine the reliability and validity of the research instrument. Data was analyzed using Excel and Statistical Package for Social scientist (SPSS). Further, it was presented using graphs, tables and pie charts.

The major conclusions from the study were that most of the challenges affecting NGOs in Kenya are internal including inadequate provision of the required resources, poor management styles, lack of stakeholder involvement in the implementation process and unsupportive organization culture. All these tend to create internal inertia, losing momentum towards successful strategy implementation.

Recommendations for further research included looking at challenges faced in other stages of strategic management process apart from the implementation stage, as well as extending this same research further into international NGOs (INGOs) located in the region. The study will deem helpful to the local NGO sector and academics looking to bridge the knowledge gap on challenges faced during the implementation of strategic plans in NGOs in Kenya.
ACKNOWLEDGEMENT

In the course of writing this report, I benefited from input, critique and support from my supervisor, Dr. Michael Kirubi who worked tirelessly but with a lot of patience to provide guidance. I would like to express passionate gratitude to United States International University (USIU-A) for providing a conducive learning atmosphere and the countless library research material that was made available to me during the research.

I am grateful to my classmates in the MBA-Strategic Management course for the enriching and intellectual interactions in the process of discussions on various components, challenges, and new approaches in strategy implementation.

I would also like to thank my family for the sustained overflow of love, and practical encouragement which spurred me across the overwhelming challenges of this academic quest.

Above all, I am incredibly grateful to God who gave me strength, good health, and a sound mind throughout my study.

May God bless us all!
DEDICATION

This report is dedicated to my beloved mother, Felistas Mawia for her endless encouragement and support. The values and virtues of hard work, love, determination, perseverance shared and instilled have been my guiding light throughout the study.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>STUDENT'S DECLARATION</th>
<th>iii</th>
</tr>
</thead>
<tbody>
<tr>
<td>COPYRIGHT</td>
<td>iv</td>
</tr>
<tr>
<td>ABSTRACT</td>
<td>v</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENT</td>
<td>vi</td>
</tr>
<tr>
<td>DEDICATION</td>
<td>vii</td>
</tr>
<tr>
<td>LIST OF TABLES</td>
<td>x</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CHAPTER ONE ..................................................................</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0 INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>1.1 Background of the Problem</td>
<td>1</td>
</tr>
<tr>
<td>1.2 Statement of Problem</td>
<td>4</td>
</tr>
<tr>
<td>1.3 Purpose of the Study</td>
<td>5</td>
</tr>
<tr>
<td>1.4 Research Questions</td>
<td>6</td>
</tr>
<tr>
<td>1.5 Importance of the Study</td>
<td>6</td>
</tr>
<tr>
<td>1.6 Scope of the Study</td>
<td>7</td>
</tr>
<tr>
<td>1.7 Definition of Terms</td>
<td>7</td>
</tr>
<tr>
<td>1.8 Chapter Summary</td>
<td>8</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CHAPTER TWO ..................................................................</th>
<th>9</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.0 LITERATURE REVIEW</td>
<td>9</td>
</tr>
<tr>
<td>2.1 Introduction</td>
<td>9</td>
</tr>
<tr>
<td>2.2 Managerial Styles and Strategy Implementation</td>
<td>9</td>
</tr>
<tr>
<td>2.3 Organizational Resources and Strategy Implementation</td>
<td>15</td>
</tr>
<tr>
<td>2.4 Organizational Culture and Strategy Implementation</td>
<td>20</td>
</tr>
<tr>
<td>2.5 Stakeholders’ Influence and Strategy Implementation</td>
<td>25</td>
</tr>
<tr>
<td>2.6 Chapter Summary</td>
<td>30</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CHAPTER THREE ................................................................</th>
<th>31</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.0 RESEARCH METHODOLOGY</td>
<td>31</td>
</tr>
<tr>
<td>3.1 Introduction</td>
<td>31</td>
</tr>
<tr>
<td>3.2 Research Design</td>
<td>31</td>
</tr>
<tr>
<td>3.3 Population and Sampling Design</td>
<td>32</td>
</tr>
<tr>
<td>3.4 Data Collection Methods</td>
<td>34</td>
</tr>
</tbody>
</table>
3.5 Research Procedures ................................................................. 35
3.6 Data Analysis Methods ............................................................. 36
3.7 Chapter Summary ..................................................................... 37

CHAPTER FOUR .................................................................................. 38
4.0 RESULTS AND FINDINGS .............................................................. 38
4.1 Introduction .................................................................................. 38
4.2 Demographic Information ............................................................ 38
4.3 Management Styles and Strategy Implementation ......................... 38
4.4 Organizational Resources ............................................................. 43
4.5 Organizational Culture ................................................................. 45
4.6 Stakeholders ................................................................................. 47
4.7 Chapter summary ......................................................................... 51

CHAPTER FIVE ..................................................................................... 52
5.0 DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS ............ 52
5.1 Introduction .................................................................................. 52
5.2 Summary ...................................................................................... 52
5.3 Discussion .................................................................................... 52
5.4 Conclusions ................................................................................ 54
5.5 Recommendations ....................................................................... 55

REFERENCES ....................................................................................... 57
APPENDIX I: QUESTIONNAIRE .......................................................... 64
LIST OF TABLES

Table 2.1 Freeman’s (1999: 200) Typology of Influence Strategies ........................................30
Table 2.2 Distribution of Respondents ..................................................................................34
Table 4.1: Definition of a 1-5 Likert Scale ........................................................................39
Table 4.2: Management levels in Strategic Plans Implementation ......................................40
Table 4.3: Understanding of Strategic Objectives by Managers ........................................40
Table 4.4: Reasons why managers do not understand Strategic Plans ............................41
Table 4.5: Management Influence on Individual Aspects in Strategic Plan ....................42
Table 4.6: Organizational Resources Unique to an Organization .....................................44
Table 4.7: Extent to Which Resources Help Achieve Organizational Goals .......................45
Table 4.8: Why Culture Supports Implementation of Strategic Plans ............................46
Table 4.9 Cultural Aspects that Pose a Challenge to Strategic Implementation ...............47
Table 4.10: Role of Stakeholders in Achieving Strategic Objectives ...............................49
Table 4.11: Reasons for Support or Non-Support of Strategic Plans ...............................50
Table 4.12: Challenges Experienced with Stakeholders in Strategy Implementation .......51
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

The concept and practice of implementing strategic plans has been embraced worldwide and across various sectors because of its perceived contribution to organizational effectiveness (Thompson & Strickland, 2012). Today, organizations both public and private have taken seriously to the practice of implementing strategic plans to guide the performance of those organizations. Steiner (2011) noted that the framework for formulating and implementing strategies requires a strong backbone in the formulation process. However, he observed that due to the misunderstanding of the factors that influenced the implementation process, adoption of strategic management often led to incomplete implementations. Strategic Plans are therefore a means to the end of achievement of organization objectives. Non-implementation therefore renders strategic plans valueless.

As the world of business is constantly changing, often at an accelerating pace, so too is the world of nonprofit management. Organizations, whether for profit or non-profit have found it necessary in recent years to engage in strategic management process in order to achieve their corporate goals. The environments in which they operate have become not only increasingly uncertain but also more tightly interconnected. This requires a threefold response from these organizations. They are required to think strategically as never before, need to translate their insight into effective strategies to cope with their changed circumstances and lastly, to develop rationales necessary to lay the groundwork for adopting and implementing strategies in this ever changing environment (Bryson, 2015).

According to Pearce & Robinson (2011), in order for the organizations to achieve their goals and objectives, it is necessary for them to adjust to their environment.

Strategies are a critical element in organizational functioning, but whereas most organizations have good strategies, successful strategy implementation remains a major challenge. The notion of strategy implementation might seem quite straightforward; a strategy is formulated and then implemented. In the contrary, transforming strategies into action is a far more complex, difficult and challenging undertaking and therefore not as straightforward as one would assume (Aaltonen & Ikavalko, 2011). Because
implementation of strategies remains the greatest bottleneck, many organizations are not able to address their goals adequately.

Kenya has a vibrant civil society and acts as a regional hub for many international non-governmental organizations (INGO’s) operating in the area (NGO Regulation Network, n.d.). The roots of NGOs in Kenya may be traced to philanthropy mainly in the colonial time during which the activities of NGO’s largely focused on welfare (Mbote, 2010). In the 1980s and 1990s, the development of NGOs was phenomenal and appeared to be directly linked to the problems of poverty, civil strife, conflicts, internal displacements, and general degeneration of the socio-economic and political systems. There has been tremendous growth in the NGOs sector with the contribution of the sector to the country’s economy being at approximately KES 80 billion per year (NGO Coordination Board strategic plan 2009–2013). The growth of the NGO sector is as a result of the opening up of the democratic space in Kenya. A study by Abdel-Kader and Bill (2011) revealed that there has been a massive increase in the growth of NGO’s with an estimated growth rate of 400 NGOs per year.

This research focuses on challenges facing implementation of strategic plans among non-profit organizations in Kenya with special focus to the Grassroots Development Initiatives Foundation, Kenya (GRADIF-K). The non-profit sector plays a unique role in the Kenyan economy separate from the two other sectors, government and for-profit sector. The non-profit sector of an economy is important because they provide to the society certain goods and services that profit-making organizations cannot or will not provide (Ihinder & Wheelen, 2012). However, the non-profit organizations now face greater challenges than ever before. Many non-profits organizations are therefore finding it difficult to maintain their financial stability.

A non-governmental organization is an organization that is not part of the government and is not funded by the state. It is a citizen-based association that operates independently of government, usually to deliver resources or serve some social or political purpose (Mbote, 2010). The World Bank classifies NGOs as either operational NGOs, which are primarily concerned with development projects, or advocacy NGOs, which are primarily concerned with promoting a cause.

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. NGOs are usually non-profit organizations that obtain at least a portion of their funding from private sources (Korten, 1990). He observes that since the label NGO can be considered too broad by some, most NGOs now prefer to be called Private Volunteer Organizations (PVO).

According to the Institute of Economic Affairs (IEA)(2011), the Government of Kenya has transferred resources near the community through devolved funds, for example, the Constituency Development Fund (CDF), Local Authority Transfer Fund (LATF), Free Primary Education Fund (FPE) and Youth Enterprise Fund. This has meant that NGOs with structures at the grassroots level engage through enhanced approaches for implementation of Strategic Plans. This is very fundamental especially due to the recent shift in planning which has given priority to a devolved framework of funding development projects. The need for sustainability calls for prudent management which involves strategic planning. However, it is noted that Strategic Planning process per se is not effective unless the implementation is well executed (Evans, 2012). Although NGOs develop grandiose Strategic Plans, the implementation remains elusive. Today, organizations in Kenya operate under increasingly competitive and an ever-changing environment. In order to survive and deliver services effectively, they require engaging in effective strategic management process. According to Kiruthi, 2011, “all organizations must grapple with the challenges of the changing environment in which they operate.”

GRADIF-Kenya, the organization of reference, is a Public Community Development Foundation founded in the year 2007 to support the improvement of life of disadvantaged and marginalized community groups in selected poverty stricken and resource scarce areas in Kenya focusing more on rural areas and urban slums. To promote effectiveness, wide reach and sustainability of projects/programs, GRADIF-K works with organized, legally registered community groups, structures and institutions of learning in the implementation of age-appropriate, rights based, gender sensitive, cultural responsive and environmentally friendly community based poverty reduction programs. All of the GRADIF-K programs are geared towards contributing towards the Kenya’s Vision 2030 goals, realization of Millennium Development Goals (MDGs) now the Sustainable Development Goals (SDGs) and Education for All (EFA), in contribution to the realization of the wellbeing of the targeted community groups in Kenya.
The key broad areas of GRADIF’s work include; Citizens Participation and Governance, Economic Livelihoods, Social Protection and Organizational Capacity Development. GRADIF-K has gained wide experience in the implementation of outlined projects in the past 7 years in various counties in Kenya with commendable results. Over time, GRADIF-K has developed healthy and cordial working relationships with the relevant National Government of Kenya and various Counties’ ministries, Community Based Development groups including, CBOs, FBOs, Youth groups, different development partners including international development agencies and non-governmental organizations, learning and research institutions and the corporate sector.

1.2 Statement of Problem

A strategic planning process identifies strategies so that a nonprofit will achieve its mission. Ideally, as staff and board engage in the process, they become committed to measurable goals, approve priorities for implementation, and also commit to revisiting the organization’s strategies on an ongoing basis as the organization's internal and external environments change (McNamara, 2013). Many nonprofits start the process by identifying the nonprofit’s strengths, weaknesses, opportunities, and threats, in what is commonly called a “SWOT” analysis.

McNamara (2013) 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. Recently much has been written about the need to keep strategic plans relevant. The plan should not be left dust on the shelf. If no one refers to the plan after it is completed, then it’s hardly serving as a “strategic” guide, it is more advisable to revisit the plan periodically, making adjustments, adapting the plan and the nonprofit’s strategic priorities as circumstances change (McNamara, 2013). Some argue for throwing out the plan completely or reducing it to a very short, concise document, easily digestible by staff and board, but maintaining the all-important process of strategic thinking through periodic discussions with board and staff.

Korten (1990) studied the environment under which NGOs fail to implement their strategic plans but did not directly scan the other factors that affect NGO strategic plan implementation. Aosa (1992) focused on managerial involvement related to strategy implementation in manufacturing firms. That represented one aspect of challenges
affecting implementation leaving a gap to be pursued by other scholars. Thompson, Strickland and Gamble (2012) and Evans (2012) proposed further studies on management in instilling high levels of commitment to strategic success, lack of detailed planning to support goal achievement, poor communication and coordination, as well as strategy and culture misalignment as reasons for failure at strategic implementation.

Previous studies did not examine the influence of major factors in the link between strategic planning and Implementation. Wambui (2011) focused on managerial involvement related to Strategy Implementation. This represented one aspect of challenges that affect implementation leaving a gap to be pursued by other scholars. Korten (1990) studied the environment under which NGOs fail to implement their strategic plans but did not directly scan the other factors that affect NGO strategic plan implementation. Cater and Pucko (2010) studied poor leadership as the biggest obstacle to strategy execution in Eastern Europe, and not Africa. The implementation gaps illuminated by previous studies (Awino, 2007; Mintzberg, 1994; Letting, 2009; Arasa, 2008; Aosa, 1992; Cater & Pucko, 2010) such as poor leadership, poor communication and lack of stakeholder involvement, will be brought into account.

This study sought to investigate the challenges faced in implementation of strategic plans. In general, strategy implementation in non-profit organizations has not received the same attention as the other components of strategic management and hence significant gaps exist in our knowledge, which the study aimed at bridging. In view of the fact that strategy implementation is a key component of strategic management process of non-profit organizations, increased research in this area to unveil problems associated with implementation of organizational strategies was important. This study therefore sought to explore the strategy implementation and its challenges in non-profit organizations.

1.3 Purpose of the Study

The purpose of this study was to examine the key challenges faced in implementation of strategic plans in non-governmental organizations in Kenya.
1.4 Research Questions

The study was guided by the following research questions:

1.4.1 Are management styles a challenge in the effective implementation of strategic plans in NGOs in Kenya?

1.4.2 Are organizational resources a challenge in the effective implementation of strategic plans in NGOs in Kenya?

1.4.3 Is organizational culture a challenge in the effective implementation of strategic plans in NGOs in Kenya?

1.4.4 Does stakeholders’ influence pose a challenge in the effective implementation of strategic plans in NGOs in Kenya?

1.5 Importance of the Study

1.5.1 Grassroots Developments Initiatives Foundation Kenya (GRADIF-K)

This study will provide vital information to facilitate the organization to design appropriate methods geared towards improvement in their strategy implementation. The recommendations will also be an eye opener for GRADIF-K on how to successfully deal with the challenges they are currently facing in the effective implementation of their strategic plan.

1.5.2 NGO Industry in Kenya

The study will also be useful to NGOs in Kenya in developing effective strategic plan implementation processes that enable them survive and succeed in the long term, attract donor support and meet stakeholder expectations. It will also be useful in informing donors, governments, partners and other stakeholders in seeking accountability and efficient ways of cooperating and partnering with NGOs in Kenya.

1.5.3 Academia and Researchers

Finally, the study will provide information to future scholars and researchers who might need to research on strategy implementation and its challenges in non-profit organizations. It will also be used to bridge the gap in knowledge on strategy implementation among non-profit organizations in Kenya and where necessary make recommendations for further research especially in Kenya and Africa as whole.
1.6 Scope of the Study

GRADIF-Kenya is a Public Community Development Foundation founded in the year 2007 to support the improvement of life of disadvantaged and marginalized community groups in selected poverty stricken and resource scarce areas in Kenya focusing more on rural areas and urban slums. From their website, the organization has a resource mobilization and projects coordination office in Nairobi. However, most activities of GRADIF-K are concentrated in the Eastern, Central, Rift valley regions in Kenya. Its field offices are located at Chuka Town serving Tharaka Nithi, Meru and Embu Counties respectively, Mweiga Market serving Nyeri, Laikipia and Isiolo Counties.

The study was conducted in the main office in Nairobi and the field offices. It involved review of past strategic plans and implementation challenges. Specifically, the study involved questionnaire interviews with management, advisory and support staff between the months of October and November 2016.

1.7 Definition of Terms

1.7.1 Strategic Plan

According to the Balances Scorecard Institute (2016), a strategic plan is a document used to communicate with the organization the organizations goals, the actions needed to achieve those goals and all of the other critical elements developed during the planning exercise.

1.7.2 Strategic Implementation

Strategic implementation is the process that turns strategies and plans into actions in order to accomplish strategic objectives and goals. Implementing your strategic plan is as important, or even more important, than your strategy (Sage, S., 2015).

1.7.3 Management Styles

Management styles are the principles that underline the methods, abilities and techniques managers use in handling situations and expressing leadership within an organization. Generally speaking, managerial styles are polarized between autocratic and permissive, although each style has its own subtleties (HRZone, 2016).
1.7.4 Organizational Resources

According to Freeman & Edward (2010), Organizational resources are all assets that are available to a firm for use during the production process. The four basic types of organizational resources are human, monetary, raw materials and Capital. Organizational resources are combined, used, and transformed into finished products during the production process.

1.7.4 Organizational Culture

This refers to the philosophies, attitudes, beliefs, behaviors and practices that define an organization. It is also a system of shared assumptions which govern how people behave in organization (Rick, T., 2015).

1.7.5 Stakeholders’ Influence

A stakeholder is anybody who can affect or is affected by an organization, strategy or project. They can be internal or external and they can be at senior or junior levels. By definition, Influence is the level of involvement the person has and impact is the ability of the stakeholder to bring out a desired change. This could be during project planning or project execution (Bryson, J., 2004). For example, a stakeholder that has the ability to set deadlines and hence the project schedule would be classified as high impact. This stakeholder would also have the ability to dictate the length of the critical path.

1.8 Chapter Summary

This chapter covers the background of the problem addressing the different issues concerned with implementation of strategic plans in organizations with a deeper focus on NGOs. It then proceeds to look into the background of NGOs in Kenya and thereafter a brief background on GRADIF-K which is the reference of the study. The statement of the problem is then addressed followed by the general and specific objectives. The research questions, importance of the study and the scope are also clearly outlined. In conclusion, the chapter provides definitions of key terminologies used in the research.

Chapter two will provide the literature review as guided by the research questions while chapter three will focus on the methodology that will be used in conducting the research. Chapter four focuses on the results and findings. Lastly, chapter five covers the discussions, conclusions and recommendations for further research.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter looks at the theoretical framework associated with various challenges in strategy implementation that are being investigated in this research. Section 2.2 looks into managerial styles, while section 2.3 looks into organizational resources. Organizational culture and stakeholders’ influences are looked into in sections 2.4 and 2.5 respectively and lastly the chapter summary is given in section 2.6.

2.2 Managerial Styles and Strategy Implementation

Before any strategy can be implemented, it must be clearly understood. Clear understanding of a strategy gives purpose to the activities of each employee and allows them to link whatever task is at hand to the overall organizational direction (Byars et al, 2013). Lack of understanding of a strategy, according to Aaltonen and Ikavalko (2011), is one of the obstacles of strategy implementation. They point out that many organizational members typically recognize strategic issues as important and also understand their context in generic terms. However, problems in understanding arise when it comes to applying the strategic issues in the day-day decision-making.

Successful strategy implementation involves empowering others to act on doing all the things needed to put the strategy into place and to execute it proficiently (Thomson & Strickland, 2014). Once strategies have been developed, they need to be implemented. Unless they are successfully implemented, the organization will not obtain desired results. Bryson (2015) states that the most important outcome that leaders, managers and planners should aim from successful strategy implementation is real value added through goal achievement and increased stakeholders satisfaction. More than ever before, organizations have realized that successful strategy implementation depends on various factors.

Although clear plans and sound organization may set the stage, a manager must also provide leadership if the people in his/her organization are to work together to achieve its goals and mission. Aosa (1992) noted that participating in the implementation of strategic plans varied with some companies exhibiting high participation while others had low participation as dictated upon by their management style. In Kenya, corporate leadership has drawn the attention of various stakeholders and organizations making them notice
rethink and embrace their various organizational concepts in order to effectively implement strategic plans that are vital in a very competitive atmosphere. For most organizations in Kenya, emphasis is always placed on democratic leadership where maximizing participation and involvement of group members together with empowerment for decision-making are key (Mulube, 2015). Even though the NGO sector has taken lead in embracing and practicing the concept of strategic management planning (Korten, 1990), the question remains whether effective implementation is attainable for these NGOs. Mintzberg (2004) argues that a good implementation of strategic plan is dependent on the learning and development environment for employees who are the true foot soldiers of implementation.

In day to day activities, managers are people who work through other people to coordinate their activities in order to accomplish their organizational goals (Robbins & Coulter, 2013). In his studies on the importance of strategic management in firm performance, Letting (2014) established that management was a key factor in the success of strategic plans. He demonstrated that poor top-down management style or poor vertical communication can be a cause of resistance to strategy implementation. At the same time, he observed that top management is responsible for the provision and allocation of implementation factors such as leadership and organizational culture in facilitating strategy implementation. It may be argued that management of an organization strategy should not be restricted to the top managers but managers at all levels. In fact various authors appear to have a common theme that implementation failures occur at middle level and lower level management (Argysis, 1989; Floyd & Wooldridge, 1992).

Successful management requires effective use of power in overcoming barriers to change (Champoux, 2016). Power refers to a leader’s ability to get things done in a way he or she wants them to be done. It is the ability to influence other people’s behavior, to persuade them to do things that they would otherwise not have done and to overcome resistance and opposition to changing direction. Effective exercise of power is essential for successful leadership (Des, Kiker and Cross, 2015).
2.2.1 Management Theories

Management theories are central to the implementation of plans in any organization. Managers should strive to create an environment in which others are motivated to put in their best (Bhargara, 2013). It is incumbent upon the leader to provide direction and purpose for the organization and to carry everyone along with her/him. The manager must get commitment of his subordinates (employees). McGregor and other scholars for example have stressed the importance of mutual goals as a clue to commitment.

For many years, the economic theory has proposed to buy worker cooperation by paying wages to be used by wage earners to buy progress toward the personal goals. However, Judge and Robinson (2013) stress the provision of a conducive environment to the employees as key in achieving effectiveness and innovation. Essentially management involves accomplishing goals with and through people. As such, a manager must be concerned about tasks and human relationships.

These management concerns seem to be a reflection of two of the earliest schools of thought in organization theory, the ‘Scientific Management’ movement led by Fredrick W. Taylor in early 1900s and the ‘Human Relations’ movement led by Elton Mayo and his associates in the 1920s and early 1930s (Cole, 2012). According to Cole (2012) the Authoritarian Style of management behavior is often based on the assumption that the power of managers is derived from the position they occupy and that people are innately lazy and unreliable (Theory X). The Democratic Style assumes that the power of managers is granted by the group they are to lead, and that people can be basically self-directed and creative at work if properly motivated (Theory Y).

McClelland (1961) advanced the psychological paradigm which postulates that people with an inner trait of high need achievement (n-arch) are more likely to be more successful at tasks. They feel the need to excel. This theory further states that people who are highly motivated are likely to take moderate risks, have an internal locus of control, have a strong drive to excel and solve problems. Achievement motivated people can be the backbone of most organizations. As we know, people with a high need for achievement get ahead because as individuals they are producers, they get things done. Managers with n-arch are likely to influence their departments and teams towards effective implementation of strategic plans.
2.2.2 Role of Managers in Strategy Implementation

Many studies indicate the problem of the allocation of time between conceptual and implementation activities in the strategic management process and suggest the existence of a disproportion in relation to the strategy implementation stage. Most organizations devote much effort and time to create plans and analyze the competitive situation, because such activities are relatively more secure. In turn, the implementation is associated with a higher risk. It is primarily a real measure of the activities carried out by managers (House, 2014). Dobni (2013) seeks the causes of implementation difficulties also in the dissonance between the perception of the position of the organization and the effectiveness of its operations. It means that the issue of strategy implementation becomes a serious challenge for managers.

Considerations associated with the strategy and its implementation in a natural way must concern the role played in this process by the strategists who make decisions based on their experience, personality (including the risk propensity) or core values (Finkelstein, Borg, 2014). This translates into the selection of the organization development concept and the manner of its operationalization. As indicated critically by Alvesson and Willmott (2015), managers are perceived as having superhuman powers that allow them to identify sources of competitive advantage, create the strategy and pursue strategic objectives. The strategy implementation process alone requires extraordinary abilities, as it appears to be a much more difficult task than the strategy formulation. In the face of the circumstances accompanying this process, especially the rate of information exchange and analysis, it would be worth considering a change in the current operational approach.

As suggested by Rylander and Peppard (2013), a standard planning approach to the strategy implementation should be replaced by the idea of realization by instilling shared values and beliefs. That could form a basis for the decisions about the effective use of resources. A change in competencies is also a derivative of the changes occurring in the course of the planning process itself, which so far has been relatively easily broken down into smaller, long-term tasks. Currently, it is rather necessary to employ strategic thinking and thus to modify the role of the manager and adopt a bottom-up approach to the decision-making process (Lorange, 2014). This requires a number of skills from the managers, such as creating an appropriate organizational culture and providing an adequate interpretation of the strategy (Ashforth & Kreiner, 2014). According to Bergeron (2014), this also incorporates a talent strategy, i.e. the ability to use the
employee skills and competencies that determine the possibility of achieving the objectives.

Effective implementation of strategy requires an adequate adjustment of the capabilities of the organization. This applies in particular to fundamental issues such as the collective experience and knowledge of managers and properly functioning decision-making mechanisms (Mezger & Viola, 2011). According to Hakonsson, Burton, Obel and Lauridsen (2012), this is also affected by the management style and the ability to process and analyze information, which is also indirectly associated with the type of the implemented strategy itself. Therefore, an emphasis is put on the role of managers, which includes extensive cooperation, evaluation of emerging opportunities for building a competitive advantage and making the right decisions based on analyses (Forbes & Milliken, 2014).

Thus, managers must assume an active executive role by involving themselves in implementation activities (Hanley, 2012). Carpenter, Westphal (2011) also conduct studies concerning the manager's knowledge and information necessary to make effective strategic decisions. As mentioned by Miller, Hickson and Wilson (2013) managers are supposed to have a set of diverse skills and abilities that allow them to make strategic decisions effectively. They should also be able to conduct a wide dialogue aimed not only at specifying the details of the strategy, but also at maintaining the consistency of the activities (Getz & Lee, 2011). Managers, when implementing strategy, it is important to have a set of meta-abilities, which include cognitive skills, self-knowledge, emotional resilience and personal drive.

2.2.3 Mid-level Managers

The analysis of the role of managers in the strategy implementation process should also concern the involvement of mid-level managers whose support for the implementation of the development concept is often essential. Many authors emphasize that the perspectives of these leaders of changes have to be considered (Wooldridge, Schmidt, & Floyd, 2013). Kleindienst (2016) underline the need to analyze their impact on the actions preceding and following the actual process of making strategic decisions. In the literature, mid-level managers are often referred to as agents of changes, i.e. the persons who use both internal and external social relations to support strategic changes (Shi, Markoczy, & Dess, 2014). As proved also by Rouleau and Balogun (2011), their role and importance increase
significantly, if an organization decides to implement expansive strategies, including global strategies. This is probably associated with the specific functions connected with the relations inside the company's environment. Due to their tasks, they are closer to customers and other stakeholders than top-level managers. At the same time, they are current participants in internal processes, which results also from the frequency and character of the relations with lower level employees. Floyd and Wooldridge (2014) distinguish three types of tasks performed by mid-level managers:

1. Communicating the tactical objectives and allocating the financial resources necessary for the implementation the strategy,
2. Monitoring the implementation work,
3. Responding to emerging deviations from the objectives.

Their informative function is also indicated they perform the role of a carrier of operational information and draw attention of the management to the most important operational issues. According to Thakur (2013), they often assume the position of a leader (formal or informal) and provide information support for top-level managers. As emphasized by Raps (2015), the role of mid-level managers is therefore unquestionable, while their support may determine the possibility of achieving the desired results, because it builds a strategic consensus. This results from the existence of a relationship between the levels of the involvement in the actions aimed at the strategy implementation in given conditions prevailing in the organization and the range of control powers.

Ahearne, Lam and Kraus (2013) claim that particularly those managers who have a large number of subordinates should be characterized by a more open and creative attitude. A participative style of management is much more conducive to the involvement of the persons responsible for the strategy implementation than a directive style (Northouse, 2014). As indicated by the research conducted by Ogbeide and Harrington (2011), this is true irrespective of the organization size. Due to the position of such managers in the organizational structure, they play a key role in the processes of managing various resources, providing information to decision-makers, providing support to subordinates and, most importantly communicating the strategic intentions agreed by managers at all levels of the organization (Salih & Doll, 2013).

Han (2011) notes that decision-makers in many organizations do not take into account the role of mid-level managers. Moreover they underestimate the impact of emotions that are
transferred by them to employees which is connected with their involvement. They often lack self-confidence and have neither experience nor the tools that would allow them to perform their functions effectively (Haudan, 2012). As indicated by the studies conducted by Mair and Thurner (2012), if such managers are to be actively involved, they must have a sense of full responsibility for the outcome of the implementation of strategic initiatives. On the other hand, an adequate structure of the incentive system seems to be important, because, as it appears from the research by Kaplan and Norton (2005), on average, 70% of mid-level managers and over 90% of line employees receive a salary regardless of the outcome of the implementation process.

To sum up, it seems important to conduct studies aimed at diagnosing the influence of the tasks and competencies of managers at different levels of the organizational structure on the effectiveness of the strategy implementation.

2.3 Organizational Resources and Strategy Implementation

Resources create a leading edge for an organization and they are normally difficult to replicate across any given sector. Johnson and Scholes, (2014) indicate that management linkage may source for similar resources and other best practices but it is always difficult to have some resources with replication for example, employee skills, practiced cultural values, time management skills and financial savings ability. This leads to great discrepancies in the implementation of seemingly similar strategies among organizations. Kidombo (2012) observed that knowledge resources, material wealth and coordination ability are key to successful implementation of strategy.

The prevalence of resource managers in many organizations points to the importance of resource management with optimization to create value and satisfaction to stakeholders and customers giving a competitive advantage and an impetus to effectively implement strategic plans (Porter, 1985). If the organization’s resources are not utilized to the organization’s advantage, the resources become a waste and burden that hinders effective strategy implementation. Aosa (1992) attributes the lack of proper management of resources to the frequent failure to implement well planned and documented strategic plans across Africa. Adequate number of employees alone is not enough to drive forward an implementation plan. There is need to have good leadership and well trained managers that will coordinate the usage of organization resources which are normally scarce and very costly to get. Regardless of what means were used to acquire the organization
resources, stakeholders will always want to compare the amount of resources used with the success of a given strategy implementation (Korten, 1990).

2.3.1 Types of Resources

Organizations have at least four types of resources that can be used to achieve desired objectives namely; financial resources, physical resources, human resources, and technological resources (David, 2013). The Resource Based View of the firm predicts that certain types of resources it owns and controls have the potential and promise to generate competitive advantage, which eventually leads to superior organizational performance. Physical resources such as the plant, machinery, equipment, production technology and capacity contribute positively towards organizational competitive advantage and eventually result in superior organizational performance (Morgan et al., 2014). In addition, financial resources such as cash-in-hand, bank deposits and/or savings and financial capital (e.g., stocks and shares) also help explain the level of organizational competitive advantage and performance (Ainuddin et al., 2012). Furthermore, experiential resources such as product reputation, manufacturing experience and brand name can account for the variation in organizational competitive advantage and performance (Morgan et al., 2014). Human resources such as top and middle management, and administrative and production employees were also able to elucidate the extent of organizational competitive advantage and the resulting organizational performance (Adner & Helfat, 2013).

Once a strategic option has been settled upon (in the strategic selection stage), management attention turns to evaluating the resource implications of the strategy (Campbell et al, 2012). The operating level must have the resources needed to carry out each part of the strategic plan (Harvey, 2013). It should therefore be possible to implement strategies with the resources available and it is not possible to implement a strategy which requires more resources than can be made available. Most organizations and stakeholders have now started placing more emphasis on accountability and transparency not just on financial resources, but also on the way human resources are motivated to avoid large turnovers that are a detriment to strategy implementation. Involvement of employees from the beginning of strategy planning to the implementation stage is a key success factor in effective implementation and hence it is necessary to coordinate through good communication all the resources that help retain employees in an organization over the strategic period (Letting, 2014).
2.3.2 Organizational Capabilities and Competitive Advantage

Capabilities are conceptualized and categorized as, organizational skills and collective learning, core competencies, resource development competence, organizational integration, strategic decision making and alliance-building, product development, relationship-building and informational and technological capabilities (Mayer & Salomon, 2016). With excellent strategic manufacturing practices and strategic integration, deployment of resources and capabilities, firms can attain competitive advantage and better performance (Prajogo et al., 2012). Organizational capabilities are indeed an important element in a firm’s strategy (Singh, Ang, & Leong, 2013), and a firm's knowledge is one of the vital ingredients in attaining competitive advantage and good performance (Felin & Hesterly, 2007).

Previous studies have illustrated that there is a significant relationship between informational capabilities and competitive advantage in organizations, where informational capabilities are measured in terms of human resource training programs, contact and job rotation among employees (Morgan et al., 2014). However, research has also shown that there is a significant relationship between product-development capabilities and competitive advantage in organizations, where product-development capabilities are measured in terms of the research and development capacity, adoption of new methods in the manufacturing process and product promotional and marketing activity (Ray et al., 2014). Indeed, studies have also shown that there is a significant relationship between organizations’ relationship-building capabilities and competitive advantage, where relationship-building capabilities are measured in terms of the networking and relationship between the firms and their suppliers, distributors and customers (Salaheldin & Eid, 2012).

2.3.3 Allocation of Resources in Strategy Implementation

David (2013) argues that allocating resources to particular divisions and departments does not mean that strategies will be successfully implemented. This is because a number of factors commonly prohibit effective resource allocation. These includes; overprotection of resources, too great emphasis on short-run financial criteria, organizational policies, vague strategy targets, reluctant to take risks, and lack of sufficient knowledge. Also, established organizations may experience changes in the business environment that can make a large part of their resource base redundant and unless they are able to dispose off
those redundant resources, they may be unable to free up sufficient funds to invest in the new resources that are needed and their cost base will be too high (Johnson & Scholes, 2012).

Peter and Drucker (2004) have underscored this point very well when they assert that, “The test of a plan is not how good the plan is itself. The test is whether management actually commits resources to action which will bring in the future.” NGOs in Kenya have been involved in many workshops and training programs but are normally blamed for not keenly implementing strategies and pooling resources in cases of proximity and common activities in a given area. In his study “An analysis of organizational learning process in donor agencies in Nairobi,” Amulyoto (2004) observes that this has led to sometimes wastages in resource usage especially in relief organizations during food distribution for long term plans. The need to recognize shortage of resources and the objective to develop both the existing and expected new resources is critical in compelling leaders and managers to motivate the organization towards effective strategic plan implementation. There is no one particular variable that is indispensable of each other but the human resource and financial resources are always ranked higher than the rest.

It is through good training and development of human resource that other resources become viable and closely monitored to achieve strategic goals (Pearce & Robinson, 2014). If employees are offered high job security through motivation, empowerment, modern and reliable working systems and a free environment to be innovative, they will tend to guard organization resources and hence work towards achieving long term goals as found in the strategic plans.

Clearly, for effective implementation of strategic plans, employees require to be at particular work stations for a period of good time long enough for implementation to take place. Job security, motivation and empowerment clearly work towards retaining employees over a long period fit enough to participate fully in implementation of strategic plans. The organization with adequate resources will most likely achieve a higher retention of staff if all other variables are not a hindrance.
2.3.4 Resource Dependency Theory

Resource Dependence Theory studies how external resources of organizations affect the behavior of an organization (Pfeffer & Salancik, 2013). It is based on the notion that environments are the source of scarce resources and organizations are dependent on these finite resources for survival. Organizations must develop ways to exploit these resources, which are also being sought by competing organizations in the same environment (Boyd, 2010). It also postulates that resources are a basis of power for the organizations – organization A’s power over organization B is equal to organization B’s dependence on organization A’s resources (Scott, 2013).

Within resource dependence theory, uncertainty is a major concern. Organizations can try to deal with this uncertainty either by using buffering strategies to reduce fluctuations and vulnerabilities in resource availability (Jaffee 2011), hence creating resource security. Another way to achieve such security is by using bridging strategies, which involves developing relationships and formal connections with other organizations (Jaffee 2011). According to Freeman (2014), resource dependence theory implies choosing an influence strategy that is driven by resource relationships, which are influenced firm power. Compromise solutions might be sought in situations high interdependence. These are situations when two actors finding themselves in a high-interdependence relationship can be expected to bargain over the costs involved and eventually agree to share those costs in some manner (Freeman 2014). Adapting to environmental uncertainty, actively managing or controlling resource flows, and coping with problematic interdependencies are essential to resource dependence theory. From a firm’s point of view, understanding dependency relations could provide information on the way stakeholder-oriented management could be shaped. Resource dependence theory thus sees firms in a more active role, managing uncertainty.

2.3.5 Resource Based View of the Firm

Within the resource-based view of the firm (RBV), it is argued that valuable, costly to copy resources and capabilities provide individual firms with sources of sustainable competitive advantage. From this point of view, the way a firm deals with complex resources that may enhance firms’ ability to outperform competitors in terms of long-term value creation. As Litz (2006) put it: “To the extent the firm is able to recognize its interdependence, reflect upon the ethical standards appropriate to the situation, and react
in a timely and responsive manner, it possesses valuable, rare, inimitable, and non-
substitutable assets, that is, it possesses strategic resources.” The RBV thus is reasoning
from a firm’s perspective, looking which resources and capabilities could contribute to
obtaining a competitive advantage (Salaheldin & Eid, 2012).

For a firm, the relationship with an NGO then might be productive, and valued by the
firm, if it is a rather exclusive relationship. From an NGO’s point of view, this would
mean that gaining an understanding of the level of salience a firm attached to their mutual
relationship could strengthen the NGO’s influence over that firm (Salaheldin & Eid,
2012). At the same time, for an NGO, such a relationship with one firm could turn out
contra-productive as the exclusiveness on which the advantages for the firm are based
prevents the employment of such strategies to other firms. This requires a careful
balancing act by both stakeholders and firms, which can also be related to the dependency
relations discussed in the previous subsection.

2.4 Organizational Culture and Strategy Implementation

Organizational culture has been defined as the basic beliefs commonly-held and learned
by a group, that govern the group members’ perceptions, thoughts, feelings and actions,
and that are typical for the group as a whole (Sackmann, 2013). It represents a complex
pattern of beliefs, expectations, ideas, values, attitudes, and behaviors shared by the
members of an organization that evolve over time (Trice & Beyer, 1984). Pearce and
Robinson (2011) refer to Organizational culture as the set of important assumptions (often
unstated) that members of an organization share in common. Every organization has its
culture. An organization’s culture is similar to an individual’s personality an intangible
yet ever-present theme that provides meaning, direction, and the basis for action. In much
the same way as personality influences the behavior of an individual, the shared
assumptions (beliefs and values) among a firm’s members influence opinions and actions
within that firm.

2.4.1 Corporate Culture and Strategy Implementation

Ansoff and McDonnell (1990) observed that corporate culture requires internal
integration such that collective identity and togetherness determines day to day
communications, acceptable behaviors and power allocations in the organization
structures. Similarly, external adaptation for dealing with outside environment will be
very much in need when trying to implement a strategic plan. Aosa (1992) has also added
that the environment of an organization will affect how the culture relates to implementation. He argues that for external focus, such culture could be adaptability or mission culture whereas an internal focus could lean the organization’s culture towards clan-based or bureaucratic culture. Awino (2012) found out that corporate culture requires collective identity and togetherness in order to determine day-to-day communications, acceptable/non-acceptable behavior as well as power/status allocation.

Investigations suggest that the promotion of an innovation enabling culture requires senior leaders’ support and involvement (Vera & Crossan, 2014). Farson and Keyes (2012), for example, suggest that fostering failure tolerance is an important means of promoting an innovation enabling culture. And to foster failure tolerance requires that leaders are engaged, show interest in people’s work by asking pertinent questions, express support and give feedback, and are collaborative rather than controlling. By providing employees with opportunities to explore, investigate and experiment, bounded delegation leadership creates an entrepreneurial organization culture that aids in effective implementation of strategic plans (Anand, Judy & Allan, 2012). In an entrepreneurial culture members of the organization identify opportunities and risks based on their perceptions of the internal and external organizational environment, integrate available resources, and bring in other individuals to help in strategy implementation (Chen, 2007).

Bounded delegation leaders also helps in implementation by creating a sharing culture that facilitates interaction and information sharing among individuals across the organization (Menzelet al., 2013). This interaction and information sharing is an important means of allowing organization members’ views and opinions to be heard and for knowledge to be transferred (Menzel, Churchill, Tulip & Maureen, 2013). A sharing culture makes interaction, communication, and knowledge transfer possible (Damanpour, 2011), which in turn, encourages exploratory behavior and learning. The culture of an organization is expected to be supportive of and consistent with the strategy being implemented. Corporate culture gives employees a sense of how to behave and act and hence influencing employees to support current strategy in order to strengthen its implementation. Since it is managers who were involved in developing strategic plans, it is part of their leadership tasks to bring the organization’s culture into alignment with strategy and keep it there (Johnson & Scholes, 2014).
An organization culture provides the social context in which an organization performs its work. It guides the organization’s members in decision making, determining how time and energy are invested, in deciding which options are looked on favorably from the start and which types of people are selected to work for the organization, and in particular everything else that is done in the organization (Goodstein, et al, 2012). Culture affects not only the way managers behave within the organization but also the decisions they make about the organization’s relationships with its environment and its strategy. According to Thomson & Strickland (2012), it is the strategy implementer’s task to bring the corporate culture into alignment with the strategy and keep it there once a strategy is chosen.

Culture can either be strength or a weakness. As strength, culture can facilitate communication, decision making, and control, and can create co-operation and commitment. As a weakness, culture may obstruct the smooth implementation of strategy by creating resistance to change (Pearce & Robinson, 2011). It is important that the culture of an organization be compatible with the strategy being implemented because where there is incompatibility between strategy and culture, it can lead to a high organizational resistance to change and de-motivation which in turn can frustrate the strategy implementation effort. However, when culture influences the actions of the employees to support current strategy, implementation is strengthened (McCarthy et al, 2012).

2.4.2 Types of Organizational Culture

By considering two dimensions, stability versus flexibility and internal focus versus external position, Cameron and Quinn (2014) proposed a model which describes four types of culture: Hierarchy, clan, market and adhocracy. According to the model, hierarchy culture, based on Weber’s bureaucracy theory, focuses on internal efficiency, cooperation and sticking to dominant characteristics. Clan culture (family culture), also focuses on internal issues but its emphasis is on flexibility rather than stability. In this kind of culture, partnership, teamwork, and corporate commitment to employees are regarded as mail characteristics. Market culture is control oriented and focuses on external organization affairs. Organizations with this culture use observation and resistance to reach higher level of productivity and competitiveness. Finally, adhocracy culture tended to external organization matters and emphasizes flexibility and change more than resistance (Goodstein, et al, 2012).
Theories on organization culture concentrate very much on macro-level studies of groups and organizations leaving out the individual and do not consider resistance to change assuming that all people will obey culture. Employees are assumed to crave for recognition and responsibility yet some employees are happier without either of those as long as they get a salary (McCarthy et al, 2012). Needs ladder does not take place in the given order over a time and one can achieve self-esteem or actualization under risky environment for example in an environment without security and adequate physiological needs, we still get people who have achieved the higher levels of Maslow’s hierarchy of needs. The implementation of a strategy often encounters rough going because of deep-rooted cultural biases. It causes resistance to implementation of new strategies especially in organizations with defender cultures. This is because they see change as threatening and tend to favor “continuity” and “security” (Wang, 2010). It is the strategy maker’s responsibility to choose a strategy that is compatible with the “sacred” or unchangeable parts of the prevailing corporate culture.

2.4.3 Factors that Influence Organizational Culture

Examining the various sources of literature that have an impact on organization culture fall into three groups (Schein, 2014; Driskill, 2015). Factors indirectly influencing organizational culture (macro-environment of an organization), directly influencing the micro-environment of an organization and factors of leader’s impact (primary and secondary mechanisms, methods of the change of the organizational culture). Kulvinskie’ and Seimiene (2014), state that factors indirectly influencing organizational culture macro-environment of an organization consist of economic, social-cultural, political-legal, scientific-technological, natural environment and international events. They further describe the Factors directly influencing organizational culture as the micro-environment of an organization, which consists of consumers and customers, partners and other organizations.

The third factor that has impact on the formation and change of organizational culture are leaders of the organization: i.e. beliefs, values and their building techniques brought by organization founders and later by its new leaders. The “Management study guide” (2012) identified several factors that influence organization culture. Employees affect the culture of an organization as it is their attitudes, mentalities, interests, perceptions and thought process that affect organization culture. It further states that organizations with a majority of youngsters encourage healthy competition at the work place and employees
are always on toes to perform better than fellow workers. The goals and objectives of an organization affect its culture. “Management study guide” (2012) states that the strategies and procedures designed to achieve the targets of the organization contribute to its culture. The work culture of an institution is also affected by the stakeholders of an organization. Depending on the operating environment, an organization has no option but to adapt to their timings and other requirements.

According to the management study guide (2012), an organization’s culture is affected by the nature of business that it’s conducting. Market fluctuations may lead to unrest, tension and de-motivate individuals. The management style also affects the culture of an organization. In organizations where employees are allowed to take their own decisions, they get attached to their management and look forward to a long term association with the organization. To avoid a culture where employees work only for money, the management must respect employees

2.4.4 Flexibility and Adaptability of Organizational Culture

Organizations that remain flexible are more likely to embrace change and create an environment that remains open to production and communication. This provides a model that welcomes cultural diversity and helps clarify strategy implementation. Culture within an organization can serve many purposes, including unifying members within an organization and help create a set of common norms or rules within an organization that employees follow (Wang, 2010). A stable culture, one that will systematically support strategy implementation, is one that fosters a culture of partnership, unity, teamwork and cooperation among employees. This type of corporate culture will enhance commitment among employees and focus on productivity within the organization rather than resistance to rules and regulations or external factors that prohibit success (Schein, 2014).

Flexible, strong and unified cultures will approach strategy implementation and affect implementation in a positive manner by aligning goals. Goals can come into alignment when the organizational culture works to focus on productivity and getting the organization’s primary mission accomplished (Driskill, 2015). This may include getting products delivered to customers on time, shipping out more products than the organization’s chief competitor or similar goals. This will create a domino effect in the organization that ensures that all work performed by each individual in the company and work group focuses on performance and on the strategic importance of the company. This
allows culture to align with strategy implementation at the most basic level. For this level of unification to work, goal setting must align with and be supported by systems, policies, procedures and processes within the organization, thereby helping to achieve strategy implementation and continuing the cultural integrity of the organization (Schein, 2014).

2.4.5. Process Implementation and Cultural Alignment

Part of cultural alignment and strategy implementation involves process implementation. Processes include utilizing technology to facilitate goal attainment and the results a company is looking for when working with customers to meet their needs. While most of the time the hard problems and needs of an organization get met, the culture becomes neglected in the process. That is where processes come into place and strategy implementation gradually comes into existence to uphold and maintain organizational culture and strategies (Kulvinskiene, 2014).

When culture aligns with strategy implementation, an organization is able to more efficiently operate in the global marketplace. Culture allows organizational leaders to work both individually and as teams to develop strategic initiatives within the organization. These may include building new partnerships and re-establishing old ones to continue delivering the best possible products and services to a global market (Seimiene, 2014).

2.5 Stakeholders’ Influence and Strategy Implementation

Assessing stakeholder attitudes and influence helps in understanding the influences that different stakeholders may have and how this may affect the achievement of a goal or objective. It also assists in identifying those groups or individuals who should be involved, and how you may involve them (Clarkson, 2015). The analysis requires an assessment of the perceived attitude of the stakeholder towards the goal or objective, and the type and level of influence (positive or negative) that a stakeholder may have in achieving the goal or objective. Stakeholders may influence activities in a range of different ways. Some have direct influence on budget decisions; these can be reviewed using the Budgetary Influence Mapping tool. According to Mitchell & Wood (2012), this analysis helps in understanding and responding to the influences of key stakeholders for any particular goal or objective, and identifying how they may be best involved. It is also useful for identifying gaps in the understanding of stakeholders, or to share different perspectives or experiences with stakeholders.
2.5.1 Defining Stakeholders from a Firm’s Perspective

Many discussions have focused on what defines a stakeholder. For example, Donaldson and Preston (2015) state that stakeholders are persons or groups with legitimate interests in procedural and/or substantive aspects of corporate activity, while Clarkson (2015: 106) defines stakeholders as: “persons or groups that have, or claim, ownership, rights, or interests in a corporation and its activities, past, present, or future.” Finding out characteristics that identify stakeholders is one step, determining the way in which a firm responds to stakeholder claims is yet another. In this respect, Mitchell, Agle and Wood (2012) propose the concept of salience: “the degree to which managers give priority to competing stakeholder claims.” In their view, stakeholder identification and salience could be seen as based on three stakeholder attributes: power, urgency, and legitimacy.

They argue that these attributes are variable and socially constructed and that a stakeholder may or may not be aware of possessing such an attribute. The notion of salience stresses the role of managerial decision-makers. These issues together thus determine who has a legitimate claim on managers’ attention, and should thus be considered a stakeholder (identification), and who is actually considered a stakeholder (salience), having their claims and demands attended to by management (Mikalsen and Jentoft 2011).

Although such an approach to determining issues of stakeholder identification and salience has been applied in several studies now (for example, Harvey and Schaefer 2011; Mikalsen and Jentoft 2011), this does not address the strategies employed by stakeholders. Many contributions to stakeholder literature are concerned with identifying characteristics of stakeholders, often in combination with presenting alternatives for firms to deal with these stakeholders. Assigning these attributes to stakeholders, for instance, is done by managers who, by definition, are reasoning from a firm’s point of view. Werhane and Freeman (2014) note that such a ranking of stakeholders is rather instrumental, and therefore deals only with part of what is important in stakeholder theory. They state: “the intent of stakeholder theory is to combine normative claims about stakeholders with instrumental and descriptive claims about the best way to manage a corporation” (Werhane and Freeman 2014). Focusing on salience thus might overlook normative claims and the way these are pursued by stakeholders. After all, firms are unlikely to directly fulfill all responsibilities they have towards each legitimate stakeholder (Jawahar and McLaughlin 2011). Taking these ideas one step further draws the attention to the
relationships between stakeholders and firms, and to the ways in which stakeholders
themselves try to reach their objectives, either being aware or unaware of their possession
of the stakeholder attributes. Addressing this issue requires us to look deeper into the
relationship between stakeholders and firms.

2.5.2 Stakeholder Analysis Overview

This process is focused on stakeholder influences for a particular goal or objective. It is
ideally done by a small group using a workshop style approach. The attached template
may be useful to prompt and record this discussion.

2.5.2.1 Key Steps

According to Clarkson (2015), there are a few steps to be taken in stakeholder analysis.
First, identify the goal or objective you are trying to achieve. For example, a program or
project objective. Secondly, list all stakeholders who may have an interest in this goal.
Brainstorm and group them as you see fit. An example of grouping is: Investors,
Resource Managers, partners, Policy influencers or others. Third, briefly describe the
nature of each stakeholder’s interest in the objective. For example, ‘land manager of
target area’ or ‘regulatory agency required to approve action’. Fourth, for each
stakeholder, make an assessment of their attitude to the goal or objective, using a scale
such as: Strongly Supportive > Supportive > Neutral > Opposed > Strongly Opposed.
Make note of how confident the group is of the Step 4 assessment (e.g. rank High >
Medium > Low). The fifth step is to identify the type and degree of influence that each
stakeholder group may have in the success or failure of the goal. Types of influence may
include advocacy, engagement of others, budgetary decisions or direct participation.

A scale for the degree of influence might be:

High (their action is critical for success, for example the stakeholder has a formal or
informal power of approval)

Medium (achievement of the goal is possible without this stakeholder’s support, but will
not be easy)

Low (the stakeholder has little influence over the desired outcome).

The sixth step involves further information that may be required following these
assessments to improve confidence in the assessment. This might be obtained by
gathering the views of that stakeholder directly, or indirectly.
The seventh and last step is identifying actions for engaging or involving stakeholders to help achieve your goal. Identifying the purpose for involving or engaging, and ways to overcome negative influences and make the most of positive influences, is also useful.

2.5.3 Stakeholders 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, 2015). 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 (Burbank, 2014).

The NGO world operates in an environment of high competitiveness and observant stakeholders who are willing to relocate to new locations if provoked. Much as NGOs would like to see their strategic plans implemented, most are not implemented according to the plans outlined. These influential individuals and groups have their values and priorities that must be taken care of. Burbank (2014) in his study of small NGOs observed that the flow of information in NGOs is largely controlled by the stakeholders thus placing great weight on the style of management to be employed and the communication types in that organization. The increased global competition makes it impossible for any particular organization to perform all business on its own and hence the best run organizations have found ways to successfully and efficiently manage diverse interests through incorporation of important stakeholders (Cooperrider & Whitney, 2011).

The concept of stakeholders is one of the most attractive conceptual devices in business and was brought to the forefront of academic research by Freeman’s seminal publication (Freeman, 1984). Accordingly, stakeholders could be internal (employees, managers and directors) or external (the local community, customers, suppliers, government agencies, unions, competitors and activists), and must have some form of involvement in the implementation of the strategic plan.
2.5.4 Stakeholder-Firm Relationship

In academic research, attention is increasingly being paid to the relationships between stakeholders and firms. The stakeholder concept allows us to consider the broad range of interests within which firms are operating. One can view stakeholders as having a specific relationship with a firm, although the exact nature of that relationship is often debated. Freeman (1999) calls the stakeholder concept a pragmatic one, as an effective firm will manage relationships that are considered important anyway. For example, on environmental management strategy, Hooper and Rocca (2011) argue: “corporations that excel in the management of environmental affairs will benefit from constructive relations with consumers, regulators, vendors and other industry players substantially improving their prospects of success.” Rowley (2012: 890) also highlights the relevance of understanding the relationships between stakeholders and business organizations, noting that firms not only respond to individual stakeholders, but also “to the interaction of multiple influences from the entire stakeholder set”. Thus, a common underlying view is to see firms as operating in a “complex set of relationships” (Clarkson 2015: 107).

Since firms have relationships with many stakeholders, they can be seen as operating within a network of relationships (Waddock 2011). These different stakeholders all have their specific interests. As long as these interests, and the possible conflicts arising from them, are considered individually, they might be quite manageable from a firm’s point of view. Firms then know whom to address and can determine the stakeholders’ salience. Yet, in a network view of relationships, relationships cannot always be treated individually, as interactions between one stakeholder and a firm can influence the relationships between other stakeholders and that firm. As Rowley (2012) illustrated: “Firms do not simply respond to each stakeholder individually; they respond, rather, to the interaction of multiple influences from the entire stakeholder set. Thus explanations of how organizations respond to their stakeholders require an analysis of the complex array of multiple and interdependent relationships existing in stakeholder environments.” As Svendsen (2013) notes, firms and their stakeholders can be seen “as being engaged in interdependent relationships that evolve and are mutually defined.”

Broadly speaking, a stakeholder perspective allows organizations to consider a wide range of possible influencers, and of influenced groups, when developing a strategy (Polonsky 2015). Viewing stakeholder-firm relationships as dyadic ties often would be too simplistic as Rowley (2012) argues, since stakeholders also might influence firms
through, or in co-operation with, other stakeholders. Stakeholders share an important characteristic, which is their desire to influence a firm’s behavior, either because they wish to secure or maximize their share in the firm, or because they wish to minimize the firm’s negative impact on their own interests or on some perceived social good. As stakeholders themselves can also be dependent on a firm to have their claims attended, both sides of this relationship can be contrasted. Freeman (1999) suggests that types of resource control and the types of influence pathways determine the influence strategies available to stakeholders. This results in four types of influence strategies, as noted in the table below:

**Table 2.1 Typology of Influence Strategies**

<table>
<thead>
<tr>
<th>Is the firm dependent on the stakeholder?</th>
<th>Is the stakeholder dependent on the firm?</th>
<th>Freeman’s (1999: 200) Typology of Influence Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>No</td>
<td>Indirect/withholding (low interdependence)</td>
</tr>
<tr>
<td></td>
<td>Yes</td>
<td>Indirect/usage (firm power)</td>
</tr>
<tr>
<td>Yes</td>
<td>No</td>
<td>Direct/withholding (stakeholder power)</td>
</tr>
<tr>
<td></td>
<td>Yes</td>
<td>Direct/usage (high interdependence)</td>
</tr>
</tbody>
</table>

**2.6 Chapter Summary**

This chapter has focused on the theoretical review of the different factors that affect strategy implementation. It has looked into managerial styles (section 2.2) and their different aspects including the various theories, the role of managers and more specifically the mid-level managers and the challenges they pose in implementing strategic plans. Organizational resources and capabilities have been discussed in section 2.3 with focus being given on the types of resources, resource based view of the firm and the resource dependency theory. Organizational culture is covered in section 2.4 and the aspects looked into include corporate culture alignment, types of organizational culture and the influencing factors, adaptability and flexibility of culture and lastly process implementation and cultural alignment. The last section focuses on stakeholders’ influence and it looks into definitions of stakeholders from the firm’s perspective, the stakeholder’s analysis overview and its key steps. It also discusses the stakeholders’ theory, the stakeholder-firm relationship and finally the various influence strategies.

The next chapter, chapter three, looks into the proposed research methodology to be employed in the study.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

The research investigates strategy implementation and its challenges among nonprofit organizations through an intensive examination of GRADIF - Kenya. Data was drawn from the organization to bring out key findings that would shed light on the subject among similar organizations. This chapter looks into the research design, the population and sampling design, data collections methods, the research procedures and finally the data analysis methods.

3.2 Research Design

A Research Design is a presentation of the plan, structure, or strategy of investigation, which seeks to obtain or answer various research questions (Shuttleworth, 2013). Borg, Meredith and Gall (2013) define research design as a detailed plan for how the research will be conducted. They further explain that a research design is a plan for collecting and utilizing data so that desired information can be obtained with sufficient precision or so that a hypothesis can be tested properly. It is a framework that guides the collection and analysis of data. Cooper (2014), describes the research design as a plan and structure of investigation formed to provide answers to research questions. Mugenda and Mugenda (2008), describe a research design as a conceptual structure within which a research is conducted.

This study adopted a descriptive survey design which ensures ease in understanding ideas about the problem. Kothari (2011) define a survey research as systematic gathering of information from a sample of respondents for the purpose of understanding and/or predicting some aspects of the behavior of the population of interest. According to Creswell (2013), descriptive survey designs are used in preliminary and exploratory studies, to allow gathering of information, summarize, present data, and interpret it for the purpose of clarity. The study sought to establish the challenges facing the implementation of strategic plans in Kenyan NGOs and investigate four specific objectives, testing their influence on effective implementation.
3.3 Population and Sampling Design

3.3.1 Population

The population of the study is all non-profit organizations in Kenya. However, they were covered through a case study GRADIF-Kenya. The organization deals in citizen’s participation and governance, economic livelihoods, natural resource management & climate change, social Protection and organizational development. It has undergone changes in terms of size, structure, programs, and funding base and has a wide experience of most challenges facing non-profit sectors regardless of their sizes. The organization is therefore a good representative of non-profit organizations and findings from this study will be useful to similar organizations. A total of 94 policy makers and strategy implementers within GRADIF - Kenya including the Country Director, Head of Programmes, Zonal Coordinators, and Department/Project Managers were involved in providing data.

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

A sample, according to Bell (2014) is a subset of the population which represents the characteristics of the population or a portion of the population selected for analysis. Reasons for sampling are that it saves on resources (time, money) and workload. It also gives results with known accuracy that can be calculated mathematically. The sampling design that will be used in this study is the probability sampling specifically stratified random sampling which is a method of structuring surveys to represent defined segments of a population that are relevant to a research topic. The stratification in this particular study will be done geographically according to the location of the different offices in Nairobi, Chuka (serving Tharaka Nithi, Meru and Embu Counties respectively), and Mweiga (serving Nyeri, Laikipia and Isiolo Counties).

The sampling frame is the list from which the potential respondents are drawn from. For example registrar’s office and class rosters (BUS 6220 class notes). Ideally, the sampling frame perfectly coincides with the target population. Of course, the ideal is not always possible. Sometimes the frame will be larger or smaller, depending on practical ways of getting in touch with each member of the sample. The sampling frame must assess sampling frame errors. For the case of this study, the sampling frame is the list of the all the registered NGOs operating in Kenya as at June 2016. This list was obtained from the
NGO coordination board website. The list of the respondents was obtained from the reference organization.

3.3.2.2 Sampling Technique

Stratified sampling will be the sampling technique for this particular study. It is the process of selecting a sample that allows identified subgroups in the defined population to be represented in the same proportion that they exist in the population. Population divided into two or more groups or strata according to some common characteristic (BUS 6220 class notes). Stratification (splitting population in different strata) can be based on gender, age, education level etc. It is a better method when there are different subgroups in the population. Stratified random sampling divides a population into subgroups, or strata, and random samples are taken, in proportion to the population, from each of the strata created. The members in each of the stratum formed have similar attributes and characteristics. This method of sampling is widely used and very useful when the target population is heterogeneous.

3.3.2.3 Sample Size

A sample size should be able to accurately represent the entire population. To ascertain that the selected sample is a representation of the given population, the researcher needs to clearly define the characteristics of the population, establish the required sample size, and choose the appropriate method for selecting members of the population (Kotler, 2003). A sample was obtained from the company using the rule of thumb. Distribution of the respondents is as detailed below:
### Table 2.2 Distribution of Respondents

<table>
<thead>
<tr>
<th>Location</th>
<th>Population</th>
<th>Proportion (%)</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nairobi Office</td>
<td>330</td>
<td>10%</td>
<td>33</td>
</tr>
<tr>
<td>Meru Office</td>
<td>280</td>
<td>10%</td>
<td>28</td>
</tr>
<tr>
<td>Embu Office</td>
<td>150</td>
<td>10%</td>
<td>15</td>
</tr>
<tr>
<td>Nyeri Office</td>
<td>100</td>
<td>10%</td>
<td>10</td>
</tr>
<tr>
<td>Isiolo Office</td>
<td>80</td>
<td>10%</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>940</td>
<td></td>
<td>94</td>
</tr>
</tbody>
</table>

#### 3.4 Data Collection Methods

According to Ngechu (2011) there are many methods of data collection. The choice of a tool and instrument depends mainly on the attributes of the subjects, research topic, problem question, objectives, design, expected data and results (Kamau, 2010). The main source of data for this study is primary sources which mean that primary data was used. This study applied mixed instruments in which more than one instrument were used and is referred to as triangulation. Sekaran (2011), Nachmias and Nachmias (2013) and Mugenda and Mugenda (2006) observe that triangulation involves the use of more than one form of data collection in a study. The objective of this study was to establish the main challenges faced in the process of strategy implementation and hence the instruments contained items that measure these variables. The research used questionnaires and interview guide as the instruments of data collection.

#### 3.4.1 Questionnaires

This was the main data collection instrument for this research. A questionnaire containing both open-ended and closed questions, as well as 5-point likert scales was used for collecting primary data. It was administered on the managers and key staff on all management and operational levels, judged to be familiar with the strategic planning and implementation process and content, including the formulation, execution and performance monitoring. The questionnaire was divided into seven sections; a section seeking to establish general information about the responding individual, a section on
background information on Strategic Planning in the responding organization and 4 sections four variables under investigation on strategic implementation process in the responding NGO. The questionnaire had both open-ended and closed questions covering issues on strategy implementation and its challenges. Open-ended questions permit free responses from the respondents, without providing or suggesting any structure for the replies. The closed questions enable responses of the respondents to be limited to stated alternatives. These alternatives were designed in such a way as to be simple for the respondents to understand. With this method the researcher was able to isolate the responses from external influences and the respondents are totally free to express their views and attitudes in an unbiased manner.

3.4.2 Interviews

Not all dynamism of organizations and the strategic implementation process can be captured in a questionnaire so the study will also use personal interviews. Peterson (2012) indicates that personal interview has the potential of yielding the highest quantity and quality of data compared to the other modes. It also tends to be the most flexible. Two senior managers were interviewed through a structured interview. In addition, the study used open-ended questions and probes to capture insightful, supplementary information. The idea here was to maximize the benefits of standard, comparable data that structured interviews yield and the rich, insightful data that unstructured interviews capture. Strategic plans and other planning documents were analyzed to determine the gaps in the implementation plans. This gave helpful secondary data.

3.5 Research Procedures

The researcher developed the data collection instruments with questions based on the research questions. Permission was sought from the organization’s head to obtain information from the respective proposed respondents. This was done through an e-mail and a follow-up phone call.

For pilot testing purposes, the questionnaires and the interviews were pre-tested to determine reliability, validity, manageability, relevance and effectiveness. Marczyk, DeMatteo and Festinger (2015) observe that a pilot test is a start phase in data gathering of the research process. Pilot test is conducted to detect weakness in design and instrumentation and to provide alternative data for selection of a probability sample. Muus and Baker-Demaray (2012) note that a pilot test should draw subjects from the
target population and simulate the procedures and protocols that have been designated for data collection and the size of the pilot group may range from 25 to 100 subjects, depending on the method to be tested. This study used 1% of the target population for pilot testing. Kothari (2014) and Sekaran (2011) recommend a 1% sample from the population as being fit for statistical test of instruments. Care was taken to ensure that pilot study respondents are selected outside the main study sample but within the target population with matching characteristics.

The pilot data collected was analyzed to determine how much time is taken on each questionnaire or interview, and decide whether the instruments should be revised for length. The pilot also tested the data for interpretability and usefulness in addressing the study objectives. Finally it drew responses from the interviewees on the design and content of the instruments, and suggestions for more efficient and practical ways of administering them.

The study made use of two research assistants adequately trained about effective data collection, and specifically about the objectives of this survey. The researcher led the testing and modification of the research instruments so that they all thoroughly understood the scope of all the instruments. Due to the large size of the sample, the drop and pick method was used to administer the questionnaires. This also gave busy organizational leaders adequate time to respond. Personal contact during dropping and picking of the questionnaires was ensured so that the assistants were able to address any matters arising immediately. The researcher however administered all the interviews face-to-face.

3.6 Data Analysis Methods

Data analysis refers to the editing and reducing accumulated data to a manageable size and thereafter developing summaries, and statistical analysis using simple techniques such as comparative analysis, means and frequency distribution. The nature of the information from the questionnaire is descriptive so descriptive statistics was therefore used to analyze the data. The researcher used Microsoft excel, access as well as SPSS to help in analyzing the data. Leyla (2011) observes that SPSS offers extensive data handling capabilities and numerous statistical analysis routines that can analyze small to very large amounts of data. To provide a clear picture on the results of the research, the analyzed data is presented through charts, graphs and tables. The study used a likert scale
ranging from 1 to 5 for analyzing items that are in nominal scale. Inferential statistics was used to test variable relationships in which regression analysis show how the variables are related while correlation analysis indicated the degree of relationship between the variables. For these tests, ANOVA, t-test and F-test was used. The Ordinary least squares regression analysis was done and interpreted to determine the influence that the independent variables have on the dependent variable; effective implementation of strategic plans. An analysis involving each independent variable was done separately to test their individual influence on the dependent variable. The ANOVA F-statistic was used to test the research questions for the regress or coefficients for each variable to be equal to zero. An analysis to determine the combined influence of all the independent variables was done.

The regression model used is presented in the equation below.

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e \]

Where:

- \( Y \) is the dependent variable
- \( \beta_0 \) is the constant term
- \( \beta_i \) is the coefficient of the independent variable \( X_i \) where \( i \in [1, \ldots 5] \)
- \( X_i \) is independent variable where \( i \in [1, \ldots 5] \)
- \( e \) is the error term.

The study appreciates that there are other factors that may be affecting the effective implementation of strategic plans in NGOS apart from the variables being investigated. These factors are represented by \( \beta_0 \). The error term (e) represents “noise” or interference, which denotes that there may be a non-linear relationship.

### 3.7 Chapter Summary

This chapter looked at the research design, population and sampling design. It also outlines the data collection methods, the research procedures and the data analysis methods that will be employed. Chapter four looks into the results and findings of the study.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the responses from target respondents who formed the sample of the study whose main objective was to determine the challenges facing effective implementation of strategic plans in NGOs. The nature of the information obtained from the questionnaire was descriptive. Descriptive statistics were therefore used to analyze the data. These included the calculation of mean scores, percentages, and frequencies to measure and compare the outcomes. The study also made valid replicable inferences on the data in various contexts. At the end of every variable described, analysis was conducted to statistically determine whether the independent variables affect or influence the dependent variable.

4.2 Demographic Information

The information is presented as per the objectives of the research. The questions in the questionnaire addressed specific issues on strategic implementation. This meant that each response could be directly attributed to the employees’ level of satisfaction with regard to the specific issue raised. The results have been analyzed with close reference to the theory discussed in the literature review section with particular reference to implementation of strategic planning.

Of all the 94 questionnaires sent out, 61 were filled which is 64% of the targeted sample. This is a high response rate as statistical authors recommend a response rate of at least 30% to be adequate. The response rate was therefore fit enough for carrying out study analysis.

4.3 Management Styles and Strategy Implementation

In this section, the study responded to the objective which sought to investigate whether management styles are a challenge to the implementation of strategic plans in NGOs in Kenya. The main question was “Are management styles a challenge in the effective implementation of strategic plans in NGOs in Kenya?”

The results were tabulated and analyzed using percentages and median measures. likert scale measurement was used for median as defined in Table 4.1 and subsequently applied the same scale for all questions using categorical data. A positive median should be over
60% on the likert scale. The study used a likert scale of 1-5 where 1 represents least extent and 5 represents very large extent. On this scale, score of 60% is a median of 3 and was treated as a positive result while a lower score was treated as a negative result. A likert scale normally presents opinionated perceptions of respondents with values ranging from 1-3, 1-5 and 1-7 depending on how varied the aspect in consideration should be.

Table 4.1: Definition of a 1-5 Likert Scale

<table>
<thead>
<tr>
<th>Extent Definition</th>
<th>Median Score Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very good Extent</td>
<td>4.5-5</td>
</tr>
<tr>
<td>Good Extent</td>
<td>3.5-4.49</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>2.5-3.49</td>
</tr>
<tr>
<td>Little extent</td>
<td>1.5-2.49</td>
</tr>
<tr>
<td>Insignificant</td>
<td>1.0-1.49</td>
</tr>
</tbody>
</table>

4.3.1 Management Levels in Strategic Plans Implementation

The first one under the management variable, this question sought to find out the most influential management level in NGOs. The management levels were categorized into three; top or strategic level, middle or business level and functional or operational level. From table 4.2, a majority, 69%, perceived that leadership and control took place at the top management level, 12.7% indicated middle level management while 9.9% returned a functional level leadership and control. According to 5.6% of the respondents, leadership and control was uniform in all the three levels while 2.8% could not pinpoint clearly where leadership and control for implementation of strategic plans was mainly concentrated. Letting, 2009, observes that the level of management where most of the control and leadership of strategic plans takes place is very helpful in determining how important an organization treats their strategic plans.
### Table 4.2: Management levels in Strategic Plans Implementation

<table>
<thead>
<tr>
<th>Management level</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management</td>
<td>41</td>
<td>69.0</td>
</tr>
<tr>
<td>Middle level management</td>
<td>8</td>
<td>12.7</td>
</tr>
<tr>
<td>Functional level management</td>
<td>6</td>
<td>9.9</td>
</tr>
<tr>
<td>All uniform</td>
<td>4</td>
<td>5.6</td>
</tr>
<tr>
<td>Impossible to tell</td>
<td>2</td>
<td>2.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>61</strong></td>
<td></td>
</tr>
</tbody>
</table>

### 4.3.2 Understanding of Strategic Plans by Management Team

This question was to determine whether the managers responsible for implementation of strategic plans actually understood those plans. From table 4.3, 74% of respondents indicated that most of the managers understood the strategic plans while 18% responded that the managers did not understand the strategic plans. However, 8% did not have a clear knowledge of whether the leaders understood strategic plans or not. Managers must understand all aspects of strategic objectives in order to implement them. As such, the high percentage of managers understanding strategic plans is in line with those studies.

### Table 4.3: Understanding of Strategic Objectives by Managers

<table>
<thead>
<tr>
<th>Suggested Reason</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding of plans</td>
<td>45</td>
<td>74.0</td>
</tr>
<tr>
<td>Not understanding plans</td>
<td>11</td>
<td>18.0</td>
</tr>
<tr>
<td>Not sure</td>
<td>5</td>
<td>8.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>61</strong></td>
<td></td>
</tr>
</tbody>
</table>
4.3.3 Failure to Understand Strategic Plans by Managers

The question was meant to determine the various reasons that might cause managers not to understand the organization’s strategic plans clearly. A simple majority (38.7%) cited high turnover of staff as the main reason while 35.9% cited lack of participation in planning stage as the key factor leading to managers not understanding strategic plans. Lack of training and staff development (16.9%) and lack of strategic advice (8.5%) were the other perceived reasons as to why managers might not understand strategic plans. Lack of participation was found to be the main cause of failed plans. On the other hand, having a team of various professional staff was necessary in implementation of strategic plans.

Table 4.4: Reasons why managers do not understand Strategic Plans

<table>
<thead>
<tr>
<th>Suggested reason</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of strategic advice</td>
<td>5</td>
<td>8.5</td>
</tr>
<tr>
<td>High turnovers</td>
<td>24</td>
<td>38.7</td>
</tr>
<tr>
<td>Rarely participate in strategic plan preparation</td>
<td>22</td>
<td>35.9</td>
</tr>
<tr>
<td>Lack of training, education and capacity building in strategic planning</td>
<td>10</td>
<td>16.9</td>
</tr>
<tr>
<td>Total</td>
<td>61</td>
<td></td>
</tr>
</tbody>
</table>

4.3.4 Management Features Influencing Individuals on Strategic Plans Implementation

In this question, respondents were asked to indicate the extent to which management influenced them in particular aspects of strategic plan implementation and the results from the likert scale were tabulated in table 4.19. From the findings, commitment and motivation had a median score of 4.22, followed by personal goals alignment with a median score of 4.01. The results showed that commitment, motivation and alignment of personal goals were the aspects most influenced by management in implementation of strategic plans. Other aspects positively influenced were continuous appraisal with a
The median score of 3.72, team work and unity with a median score of 3.61 and understanding of strategic objectives with a median of 3.21.

The aspects where management played least role were capacity to participate in implementation with a median score of 2.20 and role understanding with a median score of 2.14. Management influences various aspects of an employee. The findings showed that management role has an influence on the effective implementation of strategic plans.

Table 4.5: Management Influence on Individual Aspects in Strategic Plan Implementation

<table>
<thead>
<tr>
<th>Individual aspects</th>
<th>Frequencies</th>
<th>Median</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Understanding/interpreting</td>
<td>10</td>
<td>6</td>
</tr>
<tr>
<td>Understanding role/importance</td>
<td>14</td>
<td>12</td>
</tr>
<tr>
<td>Capacity to participate</td>
<td>9</td>
<td>14</td>
</tr>
<tr>
<td>Good inter-office relations</td>
<td>12</td>
<td>7</td>
</tr>
<tr>
<td>Commitment/motivation/alignment</td>
<td>18</td>
<td>14</td>
</tr>
<tr>
<td>Personal goals alignment</td>
<td>17</td>
<td>9</td>
</tr>
<tr>
<td>Team work and Unity</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>Continuous appraisal/realignment</td>
<td>9</td>
<td>17</td>
</tr>
</tbody>
</table>

N=61
4.4 Organizational Resources

Following the research question “Are organizational resources a challenge in the effective implementation of strategic plans in NGOs in Kenya?”, this section sought to determine whether organizational resources are a challenge in the implementation of strategic plans. The questions were subdivided into two categories: what the respondents considered unique resources and the extent to which organizational resources help in the process of implementing strategic plans. The results were tabulated and analyzed using percentages.

4.4.1 Unique Organizational Resources in Operational Sector

The part of the questionnaire sought to identify resources in the organization which were thought to be unique and those that set the NGO apart from its counterparts in the same industry. The study assumed that respondents were knowledgeable of the resources in comparative NGOs. According to the results, the unique resource mostly cited was skilled and dedicated staff by 31% of respondents. Ownership of excellent equipment was cited by 29.6% while 13.4% of the respondents cited a large membership or wide network as what they deemed to be a unique resource. Other unique resources cited include good financial support (10.6%), community and stakeholder support (4.9%), good management or leadership (4.2%) and finally fundraising and resource identification skills with a percentage of 2.1. These findings prove that NGOs have different unique resources that could improve or diminish their chances of effective strategy implementation. The findings are also in line with what scholars like Amulyoto (2004) and Pearce and Robinson (2009) concluded; that resources like unique professional personnel and good finance base are key to effective strategy implementation. The field study was in line with the scholar’s findings and can therefore be used for further inferences on implementation of strategic plans.
### Table 4.6: Organizational Resources Unique to an Organization

<table>
<thead>
<tr>
<th>Unique resource</th>
<th>Frequency</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skilled and dedicated staff</td>
<td>19</td>
<td>31.0</td>
</tr>
<tr>
<td>Excellent resources and equipment</td>
<td>17</td>
<td>29.6</td>
</tr>
<tr>
<td>Communications tools</td>
<td>3</td>
<td>4.2</td>
</tr>
<tr>
<td>Fund raising skills and sources</td>
<td>1</td>
<td>2.1</td>
</tr>
<tr>
<td>Large membership and network</td>
<td>8</td>
<td>13.4</td>
</tr>
<tr>
<td>Good financial support and base</td>
<td>6</td>
<td>10.6</td>
</tr>
<tr>
<td>Community and stakeholder support</td>
<td>4</td>
<td>4.9</td>
</tr>
<tr>
<td>Good management and leadership</td>
<td>3</td>
<td>4.2</td>
</tr>
<tr>
<td>Total</td>
<td>61</td>
<td></td>
</tr>
</tbody>
</table>

### 4.4.2 Resources in Achieving Particular Goals in Organization

In this sub section, the research sought to determine the extent to which organization’s resources help in achieving various goals of an organization that aid in implementation of strategic plans. The responses, which were on a likert scale ranging from 1-5, were tabulated in table 4.7 and analyzed using median. The likert scale was earlier defined where 5 represented a very large extent and 1 represented no extent at all (Likert, 1932). From the findings, the highest median was 4.78 obtained from the goal of sustainability of organization. This was followed by the goal of trust, security and workers’ morale with a median of 4.41. Competitive edge had a median of 4.20 while the goal of power in the environment of operation had a median of 3.41. The positive median scores indicate that resources have a high influence on effective strategy implementation. However one goal of organization had a negative score meaning a median of less than 3 on the likert scale. The goal of value creation and efficiency achieved a median score of 2.76. According to Menzel et al. (2008) and Mulube (2009) differences in implementation of strategic plans are due to unique resources possessed by organizations. Those unique resources can improve the effect of particular goals in the organization if well utilized or reduce those
same effects if underutilized. Other scholars including Scott (2003), Osoro (2009), Kandie (2004) and Boyd (1990) also concurred that unique resources are key to effective strategy implementation, but lack of them can also become a major challenge to the whole process of strategy implementation.

**Table 4.7: Extent to Which Resources Help Achieve Organizational Goals**

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Frequencies</th>
<th>Median</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Competitive edge</td>
<td>13</td>
<td>18</td>
</tr>
<tr>
<td>Power in environment</td>
<td>10</td>
<td>13</td>
</tr>
<tr>
<td>Value creation and efficiency</td>
<td>9</td>
<td>5</td>
</tr>
<tr>
<td>Trust, security and workers morale</td>
<td>22</td>
<td>15</td>
</tr>
<tr>
<td>Sustainability of the organization</td>
<td>27</td>
<td>13</td>
</tr>
</tbody>
</table>

N = 61

**4.5 Organizational Culture**

This section focused on the study objective which sought to determine whether organizational culture is a challenge to the implementation of strategic plans in NGOs in Kenya with the specific research question being “Is organizational culture a challenge in the effective implementation of strategic plans in NGOs in Kenya?” The first question sought to find out why the respondents thought their organization culture supports implementation of strategic objectives plans and the responses were tabulated and analyzed using percentages. The various reasons cited for support of culture in strategic implementation include a supporting community and multicultural work teams which 19.7% of the respondents concurred with. The second and third reasons were involvement of stakeholders and staff (40.1%) and a defined culture (16.2%). Good communication, a rewarding management and regular training were the other reasons the respondents cited
as part of the organizational culture that supports implementation of strategic plans. Their respective percentages are 13.4%, 6.3% and 4.3%.

The low figure for training and professionalism suggest that respondents seem not to have experienced merited rewards for training and professionalism at NGOs. The findings are supportive of what other scholars including Robinson and Pearce (2006), Sackman (2003), Amulyoto (2004), Aosa (1992) and Awino (2007) have cited. The scholars indicated that organizations have their own culture and individuals could find it supportive or not supportive. It is therefore right to use the study findings for making further inferences on the effect of culture on effective strategy implementation.

Table 4.8: Why Culture Supports Implementation of Strategic Plans

<table>
<thead>
<tr>
<th>Suggested reason</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supporting communities and a multicultural work teams</td>
<td>12</td>
<td>19.7</td>
</tr>
<tr>
<td>Involvement of stake holders and staff</td>
<td>24</td>
<td>40.1</td>
</tr>
<tr>
<td>A defined culture for support of implementation</td>
<td>10</td>
<td>16.2</td>
</tr>
<tr>
<td>Good communication for sharing values and set objectives</td>
<td>8</td>
<td>13.4</td>
</tr>
<tr>
<td>Rewarding by management for creativity</td>
<td>4</td>
<td>6.3</td>
</tr>
<tr>
<td>Regular training and recognition of professionalism</td>
<td>3</td>
<td>4.3</td>
</tr>
<tr>
<td>Total</td>
<td>61</td>
<td></td>
</tr>
</tbody>
</table>

The second question sought to find out the reasons why the organizational culture did not support achievement of strategic implementation and even though the respondents were not very confident to give answers, their responses are tabulated in table 4.9 and analyzed using percentages. The leading cultural factor was politics and staff attitude which had 33.1% followed by communication flow at 19.0% and cross cultural aspects including gender discrimination and religion at 16.2%. Other aspects included poor rewarding system at 14.8% and poor environment for team work or group formation at 14.1%. The least cited negative factor of culture in implementation of strategies was unfairness in work allocation which had 2.8% of the respondents.
Poor reward systems, lack of recognition, gender in considerations and religious discriminations have been part of organizational culture that poses a challenge to implementation of strategic plans. Scholars like Letting (2009), Farson and Keyes (2002) and Kandie (2004) put emphasis on safeguarding culture against aspects that would be negative in implementing strategies. In their conclusions, they found that openness and sharing existing and newly developed knowledge helped diffuse negative culture that would cause tension among implementing staff. The study findings confirm that there are cultural aspects in NGOs that are a hindrance to effective implementation.

Table 4.9 Cultural Aspects that Pose a Challenge to Strategic Implementation

<table>
<thead>
<tr>
<th>Suggested reasons</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rewarding and workload proportions</td>
<td>9</td>
<td>14.8</td>
</tr>
<tr>
<td>Poor political leadership and poor staff attitude</td>
<td>20</td>
<td>33.1</td>
</tr>
<tr>
<td>Group or team work environment not provided</td>
<td>8</td>
<td>14.1</td>
</tr>
<tr>
<td>Improving communication, information flow and training</td>
<td>12</td>
<td>19.0</td>
</tr>
<tr>
<td>Cross-cultural, religious, regional or gender considerations</td>
<td>10</td>
<td>16.2</td>
</tr>
<tr>
<td>Lack of fairness in work allocation</td>
<td>2</td>
<td>2.8</td>
</tr>
<tr>
<td>Total</td>
<td>61</td>
<td></td>
</tr>
</tbody>
</table>

4.6 Stakeholders

This section focused on finding out whether stakeholders influence/pose a challenge to the effective implementation of strategic plans in NGOs. The main study question was, “Does stakeholders influence or pose a challenge in the effective implementation of strategic plans in NGOs in Kenya?” Several supporting questions were used to make final results and findings were tabulated and analyzed using percentages as shown in various tables.

4.6.1 Roles of Stakeholders in Implementation of Strategic Plans

The main purpose of this question was to find out whether stakeholders give some form of support towards the implementation of the strategic plans for the target organizations. The results showed that majority (89%) of the respondents felt that stakeholders gave adequate support to the implementation of strategic plans while 11% felt that the support
from the stakeholders was not sufficient. As earlier stated by Porter (1986) and supported by Johnson, Scholes & Whittington (2008), stakeholder activism cannot be neglected in strategy implementation. This is also backed up by Kidombo (2007), Aosa (1992) and Wambui (2006) who have observed that stakeholders will seek to influence the organization’s purposes and strategies. The findings are therefore in line with earlier studies that in deed stakeholders play an important role in implementation of strategies.

**Figure 1: Roles of Stakeholders in Implementation of Strategic Plans**

4.6.2 Stakeholder Role in Achievement of Strategic Objectives

In this question, respondents were asked to identify the major roles played by stakeholders in the achievement of strategic objectives. From table 4.10, providing funds and resources was cited by 38.7% of respondents followed by guidance, assistance and counseling cited by 15.5% of the total respondents. Designing, implementing and monitoring strategic plans came in third at 12.7%. Other roles cited by respondents include, the role of supervision at all levels (11.3%) and the provision of feedback mechanism for improvement (10.6%). From the findings, it’s clear that stakeholders have several roles to play on aspects that affect implementation of strategies and without their support, the whole process will have some hitches. Stakeholders can wield influence on the actions of organizations looking back in the past, present and the future. Arasa (2008) and Simpson and Lyndon (1995) had also concluded that stakeholders could negatively affect implementation if their interests do not match those of the organization. Other
scholars who identified stakeholder role include Johnson and Scholes (1999), Pearce and Robinson (2004). These field findings are therefore in support of the scholars’ findings and hence it is right to use the findings for further inferences.

Table 4.10: Role of Stakeholders in Achieving Strategic Objectives

<table>
<thead>
<tr>
<th>Suggested role</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Providing resources like funds, technical expertise and labor</td>
<td>24</td>
<td>38.7</td>
</tr>
<tr>
<td>Design, implement and monitor strategic plans</td>
<td>8</td>
<td>12.7</td>
</tr>
<tr>
<td>Provide a feedback mechanism for improvements</td>
<td>6</td>
<td>10.6</td>
</tr>
<tr>
<td>Guidance, assistance and counseling services</td>
<td>9</td>
<td>15.5</td>
</tr>
<tr>
<td>Provide supervision and support at all levels</td>
<td>7</td>
<td>11.3</td>
</tr>
<tr>
<td>Give policy direction</td>
<td>7</td>
<td>11.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>61</strong></td>
<td></td>
</tr>
</tbody>
</table>

4.6.3 Causes of Stakeholder Lack of Support for Strategic Plans

This question sought to find out the reasons behind the lack of support by stakeholders in implementation of strategic plans. The findings were tabulated and analyzed using percentages. The main reason given was lack of support of projects for the community people who had 34.5% followed by non-provision of education and training at 25.4%. Lack of advocacy and promotion of strategic plans at 22.5% and non-provision of resources at 17.6% were the last two cited reasons. According to Johnson et al. (2008), stakeholders can show both negative and positive support depending on whether they were internal or external stakeholders. Although this study did not categorize the stakeholders, it is evident that NGOs have given reasons as to why they think stakeholder support exists or does not exist for implementation of strategic plans.
### Table 4.11: Reasons for Support or Non-Support of Strategic Plans

<table>
<thead>
<tr>
<th>Suggested reason</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provision or non-provision advocacy and promotion</td>
<td>16</td>
<td>22.5</td>
<td>22.5</td>
</tr>
<tr>
<td>Provision or non-provision of resources</td>
<td>13</td>
<td>17.6</td>
<td>40.1</td>
</tr>
<tr>
<td>Support or non-support of projects for community people</td>
<td>21</td>
<td>34.5</td>
<td>76.6</td>
</tr>
<tr>
<td>Provision or non-provision of education and training</td>
<td>11</td>
<td>25.4</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>61</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

#### 4.6.4 Challenges with Stakeholders during Implementation of Strategic Plans

This sub section sought to know the respondents views on the challenges encountered while dealing with stakeholders in implementing strategic plans. From table 4.12, the leading challenge was conflicting ideas, interests and interference cited by 23.2% of total respondents. Delayed responses and late funds transfers were cited by 22.5% of respondents while inadequate consultations and resources were cited by 21.8% of total respondents.

Other challenges with stakeholders were failure to own or commit to projects as per promise with 12.7% respondents and lack of training and development skills with 9.9% respondents. The least cited challenges were political influence with 6.3% of the respondents while lack of response to the culture of the people was cited by 3.5% of respondents. Johnson et al. (2008) Korten (1990) and Awino (2007) cited creditors, customers and the government as some of the stakeholders who require well planned attention during implementation of strategies. The field findings are therefore in line with the scholars’ conclusions and can be used for making further inferences.
Table 4.12: Challenges Experienced with Stakeholders in Strategy Implementation

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Failure to own or commit to projects as promised</td>
<td>8</td>
<td>12.7</td>
</tr>
<tr>
<td>Inadequate consultations and resources</td>
<td>13</td>
<td>21.8</td>
</tr>
<tr>
<td>Conflicting ideas or interests and interference</td>
<td>14</td>
<td>23.2</td>
</tr>
<tr>
<td>Delayed responses and late funds transfer</td>
<td>13</td>
<td>22.5</td>
</tr>
<tr>
<td>Lack of technical skills and training by some stakeholders</td>
<td>6</td>
<td>9.9</td>
</tr>
<tr>
<td>Unresponsive to culture of people</td>
<td>3</td>
<td>3.5</td>
</tr>
<tr>
<td>Political influence</td>
<td>4</td>
<td>6.3</td>
</tr>
<tr>
<td>Total</td>
<td>61</td>
<td></td>
</tr>
</tbody>
</table>

4.7 Chapter summary

The main focus of this chapter was the analysis of all the data collected. Out of the 94 questionnaires sent out, 61 were retuned which is a good response rate. The data was mostly analyzed used percentages and means and the results presented in tables and charts. Explanation was given regarding the relationship of the dependent and the independent variables. The next chapter focuses on the discussions, conclusions and recommendations for further research.
CHAPTER FIVE

5.0 DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this chapter, the results are findings are discussed. The discussion is presented based on the research questions and makes comparisons with existing literature and past empirical works. Conclusions are then drawn based on the discussions. Finally, the chapter makes recommendations for further research as well as recommendations for policy and practice.

5.2 Summary

Strategy implementation is concerned with both planning how the choice of strategy is put into effect, and managing the changes required. In this process, it is fraught with complexity and challenges. The objectives of this study were to find out challenges faced in the implementation of strategic plans in NGOs in Kenya. The research questions were as follows:

Are management styles a challenge in the effective implementation of strategic plans in NGOs in Kenya?

Are organizational resources a challenge in the effective implementation of strategic plans in NGOs in Kenya?

Is organizational culture a challenge in the effective implementation of strategic plans in NGOs in Kenya?

Does stakeholders’ influence pose a challenge in the effective implementation of strategic plans in NGOs in Kenya?

The findings regarding these objectives are summarized, discussed and conclusions drawn are presented in the order of the objectives. Descriptive research design was used for the study. Data was collected using a structured questionnaire of which 61 of the 94 respondents gave back their responses.

5.3 Discussion

5.3.1 Management Styles

The findings of this study produced tests that proved there is a high significance between implementation of strategic plans and management styles and that management styles can pose a major challenge in the implementation of strategic plans in NGOs in Kenya. In
order for strategy implementation to occur the strategic plans need to be endorsed by their leaders this act alone makes the followers carry on regardless of what they are required to do. The results revealed that greater obstacles to strategy execution in the forms of inadequate management skills, lack of ownership of a strategy or the steps of execution among key employees and employee’s reluctance to share their knowledge have a negative influence on performance. Mullins (2005) argues that most managerial problems have physical, psychological, social and economic aspects.

The ownership and involvement of the top management extends beyond strategic planning stage and include actual implementation process by which the planned strategies are actualized. This enables the management team’s overall ability to work together for a common goal and also to tap into the individual entrepreneurship skills of these team managers.

5.3.2 Organizational Resources

From the results, it was evident that an organization is dependent on the environment for its resources and that those resources literally control the organization’s planning. The resources found to be unique in NGOs included skilled and dedicated staff, ownership of excellent equipment, large membership and wide network, good support staff, community and stakeholder support and good management. A rare unique resource was the ability to raise or mobilize funds. The study also found out that the trend of outsourcing and performance contracting has led to a great control of environmental resources. NGOs can now outsource a critical service or product and be very much in control of that service as opposed to that service or product controlling the NGO. A study done by Bryson (2004) found that on the account of strategic planning, the main focus is made achievable by availability of resources which influence the organization performance and survival.

5.3.3 Organizational Culture

The study revealed that organizational culture is one of the main hindrances when it comes to the implementation of strategic plans in NGOs in Kenya. It is vital that any policy or culture set works to improve or support organizational planning and not to hamper the focused energies towards common goals. This concurs with the study of Franklin (2011) which found that corporate culture requires internal integration such that collective identity and togetherness determines day to day communications, acceptable behaviors and power allocations in the organization structures. Corporate culture implied
in any organization could be a cause of many problems or a source of solutions as it has a hold on strategies and structure of non-governmental organizations. Further, Ongenge (2013) has also added that the environment of an organization will affect how the culture relates to implementation. He argues that for external focus, such culture could be adaptability or mission culture whereas an internal focus could lean the organization’s culture towards clan-based or bureaucratic culture.

5.3.4 Stakeholder Influence

From the study, it was clear that stakeholders need to be consulted from the very first step of strategic planning, as failure to do so translates to a challenge to the whole process. Some of the roles of stakeholders in the achievement of strategic objectives include provision of funds and resources, guidance, assistance and counseling, designing and implementing of plans and monitoring of the plans. However, stakeholders could also have a negative effect on the strategic plans implementation by failing to support the plans, giving wrong advocacy and causing internal or external rift amongst themselves. The challenges encountered were noted as conflicting ideas and interests that interfered with strategic objectives, delayed responses and late transfer of funds, inadequate consultation, lack of skills to advice and counsel and in rare cases, political interference caused by failure to accept or adopt to new changes.

5.4 Conclusions

5.4.1 Managerial Styles

Management, being the key implementers of strategic plans, can have a negative impact on the whole process if they are not committed. This commitment ranges from how they treat their employees to the kind of leadership styles they employ in the organization. Employees in lower positions look up to the top management as mentors and emulate what they do thus if they do not actively participate in strategic planning and implementation it passes the wrong message down the chain of control. Key players in the overall management of the organization including but not limited to the board of directors (BOD), functional or business managers significantly influence the effective implementation of strategic plans in NGOs.

5.4.2 Organizational Resources

Overall, inadequate resources can be said to be the main barrier to successful strategy implementation in NGOs in Kenya. The role of strategic planning in creating the
organizational performance is affected by organization resources and capabilities and hence better organizational performance and survival of the NGOs is mostly dependent on the organization resources. The study thus concluded that organizational resources were key to the growth of an organization and must be nurtured and protected.

5.4.3 Organizational Culture

The study concluded that culture, if well laid out, helps in the implementation of the strategic planning process but if not well utilized it creates a hostile environment for any activity to survive. Corporate culture requires collective identity and togetherness in order to determine day-to-day communications, acceptable/non-acceptable behavior as well as power/status allocation. There is potential for great success by NGOs that embrace a good culture embodied in competition, innovation and creativity that is inculcated in all their plans and activities.

5.4.4 Shareholders’ Influence

The degree of stakeholder involvement is very crucial in the process of strategy implementation. Lack of it can have a negative impact and a general slowing down of the process. Sustainable development and implementation of strategies in NGOs was dependent on awareness and better understanding by the various stakeholders and having commonness of goal and direction at all stages of the strategic plan. The study has shown that both foreign and indigenous organizations had benefits from the coordinated communication within and without the organizations’ stakeholders.

5.5 Recommendations

5.5.1 Recommendations for Improvements

5.5.1.1 Management Styles

One of the major recommendations is that the management should employ management styles that foster the strategic implementation processes in the NGOs. The management should also develop good and favorable relationships with all the parties involved in the process of strategy implementation.

5.5.1.2 Organizational Resources

For successful strategy implementation, the resources should be made available and the employees should be able to easily access the needed resources to facilitate the
implementation process. There is also the need for NGOs to work towards self-sustainability to avoid incomplete implementation due to inadequate resources.

5.5.1.3 Organizational Culture

Another recommendation is that the organizations should promote a culture that favors the implementation of strategic plans. This entails a culture of team work and internal integration such that collective identity and togetherness determines day to day communications, acceptable behaviors and power allocations in the organization structures.

5.5.1.4 Stakeholders’ Influence

Organizations should involve their stakeholders more in the process of strategy implementation as only then will they be likely to succeed. Stakeholders are a very important part of the organization and should be consulted from the beginning of the strategy implementation process.

5.5.2 Recommendations for Further Research

While the objectives were clear and successfully accomplished, several areas remain unclear and require further research. First the study focused only on the concept of strategy implementation. Other stages of the strategic planning process should be considered for further study.

Secondly, the study focused on a few concepts or challenges namely management styles, organizational resources, organizational culture and stakeholders’ influence. Further studies should be done that look different challenges for example organizational structure, training and development and how they affect the process of strategy implementation.

Thirdly, the method of data collection applied was questionnaires, they yielded good results but to avoid the ambiguity that comes with the use of questionnaires, interview schedules could be introduced to avoid misinterpretation of data gathered by the researcher. Non-verbal cues and verbal responses on a face to face basis with the researcher will definitely eliminate this in further research studies.

Lastly, the study only focused on local NGOs in Kenya. It is proposed that further study be carried out on NGOs in the neighboring countries to see if they encounter similar challenges or even on international NGOs located in the region.
REFERENCES


Galpin, T.J. (2013). When Leaders really walk the talk: Making strategy work through people.


HRZone, (2016). *Management Styles* online human resources publication.


APPENDIX I: QUESTIONNAIRE

Date: ____________________ Questionnaire No: ____________________

This questionnaire seeks to investigate the challenges faced in the implementation of strategic plans in NGOs in Kenya. This study is an academic study and the information obtained through this questionnaire will be treated confidentially and will not be used for any other purpose other than academic research. The usefulness of the information to the researcher will solely depend on your honesty.

Please tick [✓] where appropriate or fill the information as necessary.

SECTION A) Details of the Respondent

1) Office represented_________________________________________________________

2) Department_____________________________________________________________

3) Position held____________________________________________________________

4) Number of years in the position__________________________________________

SECTION B) Strategy Implementation

1) Does your Organization develop strategic plans? Yes: □ No: □

2) Over what period of time has your organization been implementing Strategic Plans?
   ________________________________________________________________________
   years.

3) Time frame (planning horizon) for your organization’s strategic plans:
   Short-term □ Medium-term □ Long-term □

4) Please specify the time period(s) covered: _________________________________
   Years.

5) Does the implementation happen within the anticipated timeframe? Yes: □ No[□
   If NO, what factor(s) hinder the implementation process
   ________________________________________________________________________

6) How often are these plans reviewed? Every _____ year(s) ___ month(s). ___Other:
Please answer the following questions by ticking the appropriate number provided that best describes the extent of your agreement or disagreement regarding the implementation of the documented GRADIF-Kenya. Where 1 is for strongly in disagreement and 5 for strongly in agreement. When quested, kindly give reasons for your answer.

<table>
<thead>
<tr>
<th>Implementation structure:</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRADIF-Kenya has annual work plan to support implementation of the new strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Senior Management Team (SMT) has been in the forefront in providing leadership to enable strategy implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There has been a change in organizational structure since its launch of its current strategic plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The current organizational structure supports strategy implementation of the documented strategies in the master plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The current organizational culture supports implementation of strategies documented in the master plan i.e. it is compatible with the strategy being</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The systems and procedures established by the organization support strategy implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resources required (physical, financial &amp; human) for implementation of the documented strategies have been readily available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization always refers to the current master plan when planning to execute its activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization maintains financial management systems to ensure proper utilization of funds, accountability, financial monitoring-and efficient reporting all geared towards strategy implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRADIF-Kenya projects are designed and implemented to deliver results that contribute to the outcomes identified in the master plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION C: MANAGEMENT STYLES

1) In which management level in your organization does most of the management and control of the strategic implementation process occur (or seem to occur)?
   Top level □
   Middle Level □
   Functional Level □
   All/Uniform □
   Impossible to tell □

2) Do members of your management team understand the strategic plans?
   Yes □  No □

   If No briefly indicate your opinion

   _____________________________________________________________
   _____________________________________________________________

3) Do you think management activities are based on your organizations strategic plan?
   Yes □  No □

   If No briefly indicate your opinion

   _____________________________________________________________
   _____________________________________________________________
   _____________________________________________________________
SECTION D: STAKEHOLDERS

1) What role do stakeholders play in achievement of your organization's strategic objectives?

________________________________________________________________________
________________________________________________________________________

2) What challenges do you encounter from stakeholders in implementing strategic plans?

________________________________________________________________________
________________________________________________________________________

3) Do you think stakeholders support your strategic plan?

Yes ☐ No ☐

If No Explain

________________________________________________________________________
________________________________________________________________________