

**FACTORS AFFECTING EFFECTIVE  
IMPLEMENTATION OF STRATEGIC PLANS IN NON-  
GOVERNMENTAL ORGANIZATIONS IN KENYA**

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**Factors Affecting Effective Implementation of Strategic Plans In  
Non-Governmental Organizations In Kenya**

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**A Thesis Submitted in partial fulfillment for the Degree of Doctor of  
Philosophy in Human Resource Management in the, Jomo Kenyatta  
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## DECLARATION

This thesis is my original work and has not been presented for a degree in any other University.

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## **DEDICATION**

I thank God for the Family that raised me especially my late father, Zephania Sawo Achoch, and my mother, Mildred Florence Achoch. The values and virtues of hard work, love, determination, perseverance – shared and instilled – have been my guiding light.

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## **ABBREVIATIONS AND ACRONYMS**

|               |   |
|---------------|---|
| <b>CEO</b>    | Chief Executive Officer                                   |
| <b>DCI</b>    | Data Collection Instrument                                |
| <b>ECOSOC</b> | (UN) Economic and Social Council                          |
| <b>FGD</b>    | Focus Group Discussions                                   |
| <b>GMO</b>    | Genetically Modified Organism                             |
| <b>HRM</b>    | Human Resource Management                                 |
| <b>IEA</b>    | Institute of Economic Affairs                             |
| <b>IGO</b>    | International Organization                                |
| <b>INGO</b>   | International Non-Governmental Organization               |
| <b>JKUAT</b>  | Jomo Kenyatta University of Agriculture and<br>Technology |
| <b>KAACR</b>  | Kenya Alliance for Advancement of Children                |
| <b>LATF</b>   | Local Authority Transfer Fund                             |
| <b>LDC</b>    | Least Developed Countries                                 |
| <b>NCCK</b>   | National Council of Churches of Kenya                     |
| <b>NGO</b>    | Non-Governmental Organization                             |
| <b>NPO</b>    | Non-Profit Organization                                   |
| <b>PhD</b>    | Doctor of Philosophy                                      |
| <b>PVO</b>    | Private Volunteer Organizations                           |
| <b>SPSS</b>   | Statistical Package for Social Sciences®                  |
| <b>UN</b>     | United Nations  |
| <b>USA</b>    | United States of America                                  |
| <b>YWCA</b>   | Young Women's Christian Association                       |

## **ABSTRACT**

This study sought to investigate the factors affecting the implementation of strategic plans. Findings from various studies have indicated that many organizations have slowly embraced strategic planning but the implementation process remains a challenge, resulting in well-formulated strategies that fail at the implementation stage. This study departed from the previous studies looking into relationships and endeavored to establish the factors affecting effective implementation of strategic plans in Non-Governmental Organizations in Kenya. To achieve the main objective, a descriptive survey of 258 NGOs was conducted from a population frame of 2588 NGOs operating in Nairobi District under the Youth, Relief, Micro-Finance, Welfare and Health sectors. Statistical inferences using 2-way ANOVA indicated that a high reliability was achieved by the data collection instrument with Cronbach's alpha coefficients ranging from 0.801 to 0.875. Both tests of significance using ordinary least squares regression and correlation analysis indicated a strong significance amongst the variables as well as when combined against the dependent variable. Management styles, organization culture, stakeholders and organization resources had a great significance on strategic plans implementation while communication had some significance but not as strong as the other variables. This enabled a conclusion to be made that management style, communication, organizational culture, stakeholders and organizational resources all affect the effectiveness of implementation of strategic plans.

## DEFINITION OF TERMS

**Communication** The process of passing/channelling information from one entity (person, group, place, level) to another with the aim of accomplishing specific objectives (Burns, 2004)

**Culture** Behaviour, tradition, habits, beliefs, and life style, of a group of people, clan or society (Pearce and Robinson, 2003).

**Implementation** Translating strategy into action. Involves organization of the firm's resources (programs, budgets, and procedures) and motivation of the staff to achieve objectives (Mintberg, 2004).

**Management** Planning, organizing, staffing, directing and controlling an organization (a group of one or more people or entities) or effort, for the purpose of accomplishing desired goals and objectives efficiently and effectively (Burns, 2005).

**Organizational Culture** The way things are done in an organization, an intangible yet ever-present theme that provides meaning, direction, and the basis for action (Hofstede, 1980).

**Stakeholders** Entities (person, group or organization) within or outside an organization who affect or are affected by the actions of the organization, or have an influence or interest in the activities and performance of the organization (Pearce and Robinson, 2003).

**Strategic Plan** A step by step guide, created by a business or organization, to map out how it will reach goals, and set a foundation so the entire company knows what will happen and what is expected of them (Mintzberg, 2004).

**Strategy** The direction and scope of an organization over the long-term, which achieves advantage in a changing environment through its configuration of resources

and competences with the aim of fulfilling the vision, goals and stakeholder expectations (Robinson & Scholes, 2007)

## **CHAPTER ONE**

### **1.0 INTRODUCTION**

#### **1.1 Background**

This study investigated the factors affecting the implementation of strategic plans in non-governmental organizations (NGOs). The chapter provides a background of Non-Governmental Organization (NGO) operating environment in Kenya and the milieu of Strategic Planning and Implementation. The research problem, objectives, research questions, importance, scope and limitations of the study are then stated.

##### **1.1.1 Implementation of Strategic Plans**

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, 2007). Today, organizations both public and private have taken seriously to the practice of implementing strategic plans to guide the performance of those organizations. Steiner (1979) 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.

### **1.1.2 Strategy and Management Styles**

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, 2009). 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, 2003). In his studies on the importance of strategic management in firm performance, Letting (2009) established that management was a key factor in the success of strategic plans. Beer and Eisenstat (2000) demonstrated that poor top-down

management style or poor vertical communication can be a cause of resistance to strategy implementation.

At the same time, they 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 (Argyris, 1989; Floyd & Wooldridge, 1992).

Successful management requires effective use of power in overcoming barriers to change (Champoux, 2000). 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, 2005). This study investigated whether management styles affects implementation of strategic plans in NGOs in Kenya.

### **1.1.3 Strategy and Communication**

Communication is the key to gaining people's involvement and significantly reducing their level of uncertainty in the activities of an organization (Burnes, 2004). It is the lifeblood of an organization and without effective communication; the pattern of

relationships that we call organizations will not serve anyone's needs. Communication should be a regular rather than a one-off exercise and should be pursued through various channels that management deem fit to access the employees of an organization.

People need to be involved in the strategic plan implementation and hence a continuous message effectively communicated will energise people into fully participating in the organization activities. This study sought to establish whether communication affects implementation of strategic plans in NGOs.

#### **1.1.4 Strategy and Organizational Culture**

Ansoff and McDonnell (1990) have observed that corporate culture requires internal integration such that collective identity and togetherness determines day to day communications, acceptable behaviours 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 (2007) found out that corporate culture requires collective identity and togetherness in order to determine day-to-day communications, acceptable/non-acceptable behaviour as well as power/status allocation. These are important aspects in implementation of organizational plans and

this study scanned the cultures in various NGOs in Kenya, and sought to determine whether organizational culture affects implementation of strategic plans.

### **1.1.5 Strategy and the role of Stakeholders**

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 (1994) 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, 2001). 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. This study made an analysis of stakeholders involvement in the implementation of strategic plans in NGOs in Kenya.

### **1.1.6 Strategy and Organizational Resources**

Resources create a leading edge for an organization and they are normally difficult to replicate across any given sector. Johnson and Scholes, (1999) 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 (2007) 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). 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, 2009). The study explored whether stakeholders influence effective implementation of strategic plans in NGOs in Kenya.

### **1.1.7 Background of NGOs in Kenya**

A non-governmental organization is an organization that is not part of the government and is not funded by the state. NGOs are therefore typically independent of governments. Although the definition can technically include profit corporations, the term is generally used to mean social, cultural, legal and environmental advocacy groups having the goals that are primarily non-commercial. 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).

The Non-Governmental Organizations Co-ordination Act, 1990 no. 19, amended through the Kenya Gazette Supplement No. 85 (Act No. 8) 23 October 1992, defines a Non-Governmental Organization as “a private voluntary grouping of individuals or

associations, not operated for profit or for other commercial purposes but which have organized themselves nationally or internationally for the benefit of the public at large and for the promotion of social welfare, development, charity or research in the areas inclusive of, but not restricted to, health, relief, agriculture, education, industry, and the supply of amenities and services” (ROK, 1990, pp.12).

Traditionally, NGOs depend on donors for funding. However, overtime, the increased numbers of NGOs competing for donor funding has constrained the amount and level of funding available for each NGO (The Economist, 2000). Donors, on the other hand, have reviewed funding policies, preferring to work in blocs of “like-minded donors” or in regional blocs. Some foundations have transferred their headquarters to the regions nearer the partners, for example, The Ford Foundation, Rockefeller Foundation, and Church World Service, amongst others. The situation has meant additional effort for NGOs competing for the meager funds to emerge as leaders in best practice of governance, accountability, efficiency, effectiveness, timeliness, sustainability ([www.ngobureau.co.ke](http://www.ngobureau.co.ke), 22.11.2011 ).

According to the *Institute of Economic Affairs (IEA)* (2006), 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, 2007). Although NGOs develop grandiose Strategic Plans, the implementation remains elusive.

## **1.2 Statement of the Problem**

McNamara (2008) observes that a frequent complaint about the strategic planning process is that it produces a document that ends up collecting dust on a shelf – the organization ignores or fails to make good use of the precious information depicted in the strategic planning document. African context studies (Aosa, 1992; Fubara, 1986) noted that many firms created strategic plans which are rarely implemented according to the planned schedules. Even though Aosa (1992) looked into the implementation issue, he mainly took focus of large manufacturing private firms whose set up is very different from that of non-governmental organizations which are specifically non-profit making organizations.

There is evidence of gaps in the implementation of strategic plans within Kenyan NGOs. In its 5<sup>th</sup> Corporate Plan, the National Council of Churches of Kenya (NCCCK, 2009) noted that implementation of strategy was ineffective, and created a Planning, Monitoring and Evaluation department to ensure effective planning and implementation of the plans (5<sup>th</sup> Corporate Plan, 2009). In a similar move, the Young

Women's Christian Association of Kenya (YWCA) created Oversight Teams to monitor implementation of the Strategic Plan 2008-2011, after realizing a huge carry-over of plans, implying challenges in implementation (YWCA, 2008). Similarly, lack of implementation of strategic plans in their entirety, impacts negatively on effectiveness, efficiency and sustainability of the said NGOs.

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 factors that influence implementation leaving a gap to be pursued by other scholars. Thompson, Strickland and Gamble (2007) and Evans (2007) 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. This study therefore investigated the factors affecting the effective implementation of Strategic Plans in NGOs in Kenya.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

The broad objective of the study was to examine the factors that affect the effective implementation of strategic plans in non-governmental organizations in Kenya.

### **1.3.2 Specific Objectives**

The specific objectives of this study were to:

1. Investigate whether management styles affect the effective implementation of strategic plans in NGOs.
2. Establish whether communication affects implementation of strategic plans in NGOs.
3. Determine whether organizational culture affects effective implementation of strategic plans in NGOs.
4. Explore whether stakeholders influence the effective implementation of strategic plans in NGOs.
5. Establish whether organizational resources affect the effective implementation of strategic plans in NGOs.

### **1.4 Research Questions**

This study sought to answer the following questions:

1. Do management styles affect the effective implementation of strategic plans in NGOs?
2. Does communication affect the effective implementation of strategic plans in NGOs?
3. Does the organizational culture affect the effective implementation of strategic plans in NGOs?
4. Do stakeholders influence the effective implementation of strategic plans in NGOs?

5. Do organizational resources influence the effective implementation of strategic plans in NGOs?

### **1.6 Significance of the Study**

This study is of significance and interest to various stakeholders. First, 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. Second, academicians in the fields of Non-profit and Strategic Management who may see this as a good basis for further research, especially in Kenya and Africa. Finally, donors, governments, partners and other stakeholders in seeking accountability and efficient ways of cooperating and partnering with NGOs in Kenya.

### **1.7 Scope of the Study**

The strategic implementation process is very wide and dynamic. It is of critical importance that an organization's daily activities and work efforts directly relate to accomplishing the strategic plans. This study sought to examine the effectiveness of strategy implementation in NGOs in Kenya. The study was concentrated around Nairobi District with a view to examining selected NGOs in different sectors. The process of strategic planning is broad as such many factors affecting implementation have been studied. However, the most recommended factors for further study were management styles, communication, organizational culture, stakeholders and resources. The study was therefore limited to the five factors.

### **1.8 Limitations of the Study**

The study was constrained by several factors. A major challenge was the available resources within which to complete the study, particularly given the study scope and quality of work expected by the university. The study however sourced enough funds from employer, family and friends before commencing the research. The funds were used to meet the research budget. Timely response, response rate, and quality of responses, were also additional challenges given the depth and nature of information required, which top managers and directors were in best planning positions to provide, yet majority were too busy and ended up delegating. That might have resulted to compromised data quality and usefulness.

Other respondents may not have been keen on divulging sensitive and real issues that challenge successful strategic plans implementation in their organizations. To guard against this, the use of drop and pick method improved the response rate while another method of personalizing the introduction letter and motivating the research assistants helped keep the field participants focused on completion of the questionnaire filling exercise. The data collection process was done within four months to make sure that all relevant people had time to respond. Reminders through visits and telephone calls were also done to ensure timeliness and quality. Questionnaires were hand-delivered and hand-picked later (Njuguna, 1996) so that the study met the respondents and clarified any queries. Since few studies have been carried out especially on non-governmental organizations (Korten, 1990; Stephenson, 2005; Wambui, 2006; Shisanya, 2006), there was limited literature particularly in the new dimension of factors affecting strategic plan implementation. It is important,

however, to state that there is confidence that these limitations did not impair the study results. Extra caution was taken to avert and minimize, as far as possible, the potential effects of these limitations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews both the theoretical and empirical (past studies) frameworks related to implementation of Strategic Plans. It develops the Conceptual Framework and reviews the Independent Variables in relation to the Dependent Variable.

#### **2.2 Theoretical Review**

A theory is defined as a set of interrelated concepts, definitions, and propositions that present a systematic view of phenomena by specifying relations among variables with the purpose of explaining or predicting the Phenomena (Bull, 1991). This study was based on Systems, Organizational Culture, Stakeholders, Achievement and Motivation theories.

##### **2.2.1 Systems Theory**

The system theory was developed by biologist Ludwig Von Bertalanffy Littlejohn (1983) defines a system as a set of objects or entities that interrelate with one another to form a whole. System theory is basically concerned with problems or relationships, of structures, and of inter-dependence, rather than with the constant attributes of object. The systems theory views an organization as a social system consisting of individuals who cooperate within a formal framework, drawing resources, people, finance from their environment and putting back into that environment the products they produce or the services they offer. This theory is based

on the view that managers should focus on the role played by each part of an organization; rather than dealing separately with the parts (Hannagan, 2002).

The systems theory maintains that an organization does not exist in a vacuum. It does not only depend on its environment but it is also part of a larger system such as the society or the economic system to which it belongs. The systems approach is concerned with both interpersonal and group behavioral aspects leading to a system of cooperation (Koontz, 2001). An NGO is a complex system consisting of the staff, and numerous stakeholders.

The system theory emphasizes unity and integrity of the organization and focuses on the interaction between its component parts and the interactions with the environment. It suggests that organizations must be studied as a whole taking into consideration the interrelationships among its parts and its relationship with the external environment. NGOs are open systems hence they respond to the external influences as they attempt to achieve their strategic objectives.

### **2.2.2 Management Theories**

Management theories are central to implementation of plans in any organization. Managers should strive to create an environment in which others are motivated to put in their best (Bhargara, 2003). 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 (2008) 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, 2002).

According to Cole (2002) 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). Consequently, in the authoritarian style, all policies are determined by the manager, in the democratic style policies are open for group discussion and decision. Theory X employees need to be directed well during strategic implementation because they are not expected to take initiative like Theory Y employees, sometimes they may even need to be coerced.

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.

### **2.2.3 Communications Theory**

Wolfgang (2006) pointed out that communication is possible only upon a common language between sender and receiver. Marianne, Elain and Zellei (2011) explain Communication Theory as a Field" which expanded the conversation regarding disciplinary identity in the field of communication. Theory of communication proposes a vision for communication that engages in dialogue on the practice of communication. In this deliberative process theorists would engage in dialog about the "practical implications of communication theories. Leonarda and Susana (2009) explain communication theory as an outline on how each one of the elements of communication processes would engage the others in dialogue. The main elements of communication according to communication theory are seven. First, source which Shannon calls the information source, which "produces a message or sequence of messages to be communicated to the receiving terminal. Second, is sender or transmitter, which "operates on the message in some way to produce a signal suitable for transmission over the channel. Third, is the channel that is "merely the medium

used to transmit the signal from transmitter to receiver. Fourth, is the receiver which performs the inverse operation of that done by the transmitter, reconstructing the message from the signal. Fifth is the destination that is "the person (or thing) for whom the message is intended. Sixth is the message from the receiver that confirms receipt that implies information or communication and the seventh item for effective communication is feedback which in strategic terms is the actualization of what has been communicated.

#### **2.2.4 Organizational Culture Theory**

The study also used the Organizational Culture Theory. Different concepts of culture stem from two distinct disciplines, anthropology and sociology. The concepts have been applied to organizational studies since the early 1980's (Schein, 1988). Anthropology views culture as a metaphor for organizations, defining organizations as being cultures. On the other hand, sociology takes on the functionalist view and defines culture as something an organization possesses. Despite the separate definitions of organizational culture, there seems to be a movement towards a general consensus.

The most widely used organizational culture framework is that of Edgar Schein (1988) who adopts the functionalist view and described culture as a pattern of basic assumptions, invented, discovered, or developed by a given group, as it learns to cope with its problems of external adaptation, and internal integration, that has worked well

enough to be considered valid. This culture therefore is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

In Schein's (1988) model, culture exists on three levels: Artifacts - which are difficult to measure; Values –which deal with espoused goals, ideals, norms, standards, and moral principles, and is usually the level that is usually measured through survey questionnaires; and Underlying assumptions - deals with phenomena that remain unexplained when insiders are asked about the values of the organizational culture.

The theory also demonstrates that while there is no single type of organizational culture, the organizational cultures may vary widely from one organization to the next, commonalities do exist and there are theories developed to describe different cultures. Hofstede (1980) demonstrated that there are national and regional cultural groupings that affect behavior of organizations. While O'Reilly, Cardick and Newton (1991, 2005) based their belief on the premise that cultures can be distinguished by values that are reinforced with organizations. Deal and Kennedy (1982) argue that culture is the single most important factor accounting for success or failure of organizations. They identified heroes, rites, rituals and culture networks as four key dimensions of culture. Schein (2005) postulates that organization culture theory is a pattern of shared basic assumptions learned by a group as it solves its problems of external adaptation and internal integration that has worked well enough to be considered valid and therefore to be taught to new members as correct way to perceive, feel and think in relation to the problems. Studies (Peters & Waterman, 1982; Aldins & Caldwell, 1991) suggest that efficiency outcomes are associated

directly or indirectly with organizational culture. A culture of efficiency, effectiveness, commitment and oneness is robust and would provide positive outcomes.

### **2.2.5 Stakeholder Theory**

The research also referred to stakeholder theory. Stakeholder theory argues that every legitimate person or group participating in the activities of a firm or organization, do so to obtain benefits, and that the priority of the interests of all legitimate stakeholders is not self-evident (Donaldson & Preston, 1995). They further argue that, although Stakeholder Theory is descriptive and instrumental, it is more fundamentally normative. Stakeholders are defined by their interests and all stakeholder interests are considered to be intrinsically valuable. Stakeholder Theory is managerial in that it recommends attitudes, structures, and practices and requires that simultaneous attention be given to the interests of all legitimate stakeholders.

### **2.2.6 Resource Dependency Theory**

Finally the research also made reference to the Resource Dependency Theory. Resource Dependence Theory studies how external resources of organizations affect the behavior of an organization (Pfeffer & Salancik, 1978). 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, 1990). 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, 2003).

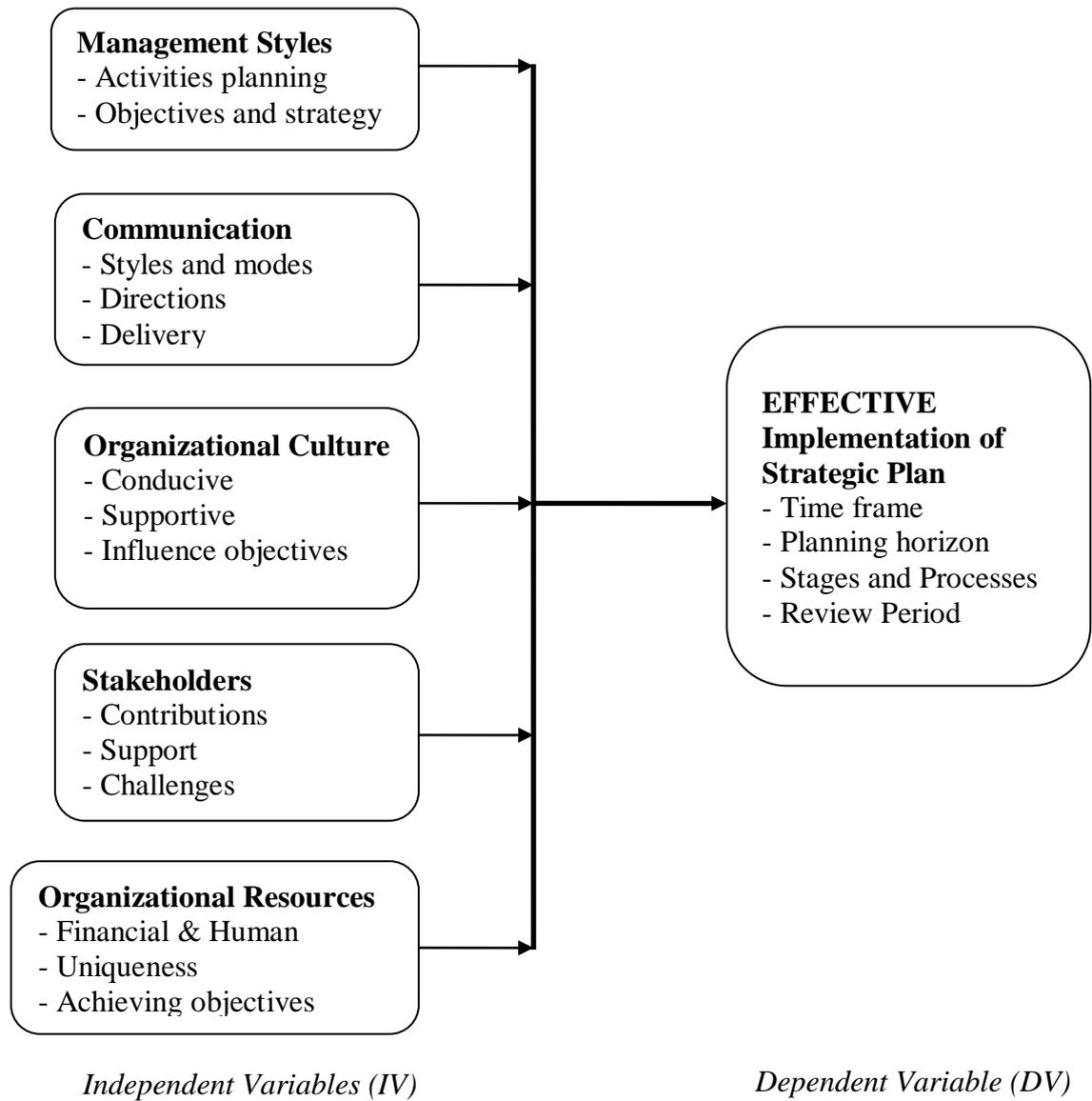
### **2.3 The Conceptual Framework**

A conceptual framework is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation (Reichel & Ramey, 1987). When clearly articulated, a conceptual framework has potential usefulness as a tool to scaffold research and, therefore, to assist a study to make meaning of subsequent findings (Smyth, 2002). Such a framework should be intended as a starting point for reflection about the research and its context. The framework is a research tool intended to assist a study to develop awareness and understanding of the situation under scrutiny and to communicate this. As with all investigation in the social world, the framework itself forms part of the agenda for negotiation to be scrutinized and tested, reviewed and reformed as a result of investigation (Guba & Lincoln, 1989).

A Conceptual framework is a hypothesized model identifying the model under study and the relationships between the dependent variable and the independent variables (Mugenda & Mugenda, 2006). A research conceptualizes the relationship between variables in the study and shows the relationship graphically or diagrammatically. Parson and Shils (1962) argue that a conceptual framework, description categories are systematically placed in broad structure of explicit prepositions, statement of relationships between two or more empirical properties to be accepted or rejected. It consists of Independent, and Dependent variables. According to Kothari (2003), a variable is a concept, which can take on qualities of quantitative values. A dependent variable is the outcome variable, the one that is being predicted and whose variation is

what the study tries to explain. The independent variables, also known as the predictor or explanatory variables, are factors that explain variation in the dependent variable (Alison, 1996).

The conceptual framework of this study was based on five independent variables and one dependent variable as represented diagrammatically in Figure 2.1. The study used a conceptual framework in order to answer the research questions. According to the study, effective implementation of strategic plans was conceptualized as being dependent on Management Styles, Communication, Organizational Culture, Stakeholders and Organizational Resources.



**Figure 2.1: Conceptual Framework for Strategic Plan Implementation**

## 2.4 Empirical Review

Empirical studies are researches that derive their data by means of direct observation or experiment to answer a question or hypothesis (Sekaran, 2006). The study has to put forward different perspectives and views of functionalists and positivists, in order

to compare or argue his/her perspective in relation to the topic of study. Sufficient background information should be presented for readers to understand and evaluate the results of the present study. This section explored the previous empirical studies relating to the influence of the independent variables for this study (Management, Communication, Organizational culture, Stakeholders and Organizational Resources) on the dependent variable (Effective implementation of strategic plans in NGOs).

#### **2.4.1 Effective Implementation of Strategic Plans**

In his study of “aspects of formulation and implementation of strategic plans in Kenya”, Aosa (1992) surveyed 51 large private manufacturing firms through a survey. Using questionnaires and a drop and pick method, Aosa concluded that management was the key factors that influenced strategic plans formulation and implementation. The scholar also noted that an effective implementation process required a collective approach to culture and communication while keeping clear communication channels and realigning firm resources so that strategic plans are not halted by lack or inadequate implementation resources.

Awino (2007) studied the effect of selected variables on corporate performance using 49 large private insurance firms in Kenya through a survey that applied both interviews and structured questionnaire. In his findings, management and culture were found to be very critical variables in the performance of firms. Awino concluded that both financial and non-financial performance were affected but to varying degrees by selected variables.

### **2.4.2 Management Styles**

In a study by Cater and Pucko (2010) on the activities for and obstacles to strategy execution on a sample of 172 Slovenian Companies, their findings were that managers mostly rely on planning and organizing activities when implementing strategies, while the biggest obstacle to strategy execution is poor leadership. Moreover, the results revealed that greater obstacles to strategy execution in the forms of inadequate management skills 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.

By bringing together a team with a variety of backgrounds, new and advanced approaches to old problems are often obtained. The scientific mind from each discipline attempts to extract the essence of the problem and relate it structurally to other similar problems. Taylor (1995) observed that in order to have all workers attaining the necessary understanding of the company vision and goals, provide commitment and actively get involved in translating the strategic plans into implementable activities with measureable results, strong and decisive leadership is needed to drive the course. Taylor contends that strategic leaders manage radical change to achieve dramatic improvements in organizational activities. Such leaders communicate internally and externally with an open management style, trying to build a new culture in which employees can feel involved. Thompson and Strickland (2007) add to this view by observing that strategic leadership keeps organizations innovative and responsive by taking special plans to foster, nourish and support people who are

willing to champion new ideas, better services, new products and product applications.

In his study “Effect of selected variables on corporate performance,” Awino (2007) postulates that for a strategy to be effectively implemented, a committed leadership must champion it. He further argues that, any corporate agenda will be a successful initiative if the analysis and commitment have come from the corporate office headed by the Chief Executive Officer (CEO) and team members who have the holistic view of the firm and its environment. Accordingly, it is the CEO and the management team who will shape and have the ultimate responsibility for achieving the strategic ambition of the corporation.

The CEO and management team members will need to spend much time to understand implications of the changes that are in their area of operation and the general environment, then develop agenda for effectively implementing the strategic plan to suit the new situation. 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. According to Curtin (1999), the concept of strategic leadership involves encouraging employees to perform better by communicating the value of stretched targets providing a scope for individual and team contributions.

Lufthans (1992) argues that a leader in any organization should provide resources to show commitment, share the vision, and involve people in the process of strategy implementation while listening to various possibilities. If the leader and employees share the same values and internalize these values, the bond between leader and employee will be strong in all situations leading to free communication that will enable transfer of knowledge. This clearly leads to the observation that an effective leader has to focus on organizational culture and influence every individual to singularly focus on the organization vision. In his study “An empirical investigation of aspects of strategic formulation and implementation with large private manufacturing firms in Kenya,” Aosa (1992) observed that managerial involvement had little impact on strategy implementation among local companies but significant among foreign companies.

Although strategic plan implementation is perceived to be associated with good firm performance, the organizational leadership could influence the attainment of anticipated results. 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 leadership style. Leaders should focus their members in the same direction with CEOs being at the forefront to provide vision, initiative, motivation and inspiration (Ombina, Omoni & Sipili., 2010).

Mulube (2009) in his study on “Effects of organizational and competitive strategy on the relationship between Human Resource Management orientation and firm performance” noted that for most organizations in Kenya, an emphasis is always

placed on democratic leadership characterized by maximizing participation and involvement of group members together with empowerment for decision making. Thus an effective strategic plan implementation, with the ultimate goal of realizing improved organizational performance requires embracing factors that will entice leadership to motivate their employees in order to enhance implementation practices. Korten (1990) found out that the NGO sector had taken lead in embracing and practicing the concept of strategic management planning. But the question remains whether timely implementation is attainable most of the times.

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. This learning orientation requires emphasis on openness, collaboration, equity, trust, continuous improvement and risk taking. In order to attain this, there has to be adaptation to changing environmental conditions attainable under good leadership that generate clear communication to the followers with confidence and approval from the stakeholders. The world of NGOs is experiencing stiff competition for the limited funding sources from both the West and East necessitating the need to explore how management styles would affect implementation of their strategic plans, and achievement of set strategies to gain a competitive edge and remain credible to continue accessing donor funds.

Drucker (1954) while looking at the practice of management observes that managers (or business leaders) are the basic and scarcest resources of any enterprise. Thompson and Strickland (2004) postulate that general managers must lead the way not only

conceiving bold new strategies but also by translating them into concrete steps that get things done. Yavas, Eden, Osman and Chan (1985) note that the type of management orientation exhibited by Least Developed Countries' (LDCs) organizations differ distinctively from those organizations in advanced economies. In developed economies, type of management tends to be oriented towards a participative philosophy rather than an authoritarian or paternalistic one, which is common in the LDC's organizations.

Guth and McMillan (1986) observed that involvement of middle level manager's enhanced success in implementing strategy noting that managerial involvement was essential for organizations to achieve the planned implementation. Aosa (1992) noted that companies which highly involved management were significantly more successful in strategic implementation decisions than those which had low involvement. This is because, involvement of more people in implementation process increases the level of concern producing a common understanding of joint tasks, creating a climate of shared effort and facilitating a smooth implementation process. On the other hand, lack of involvement of other employees other than strategic consultants or elites in the strategy plan creates implementation problems and might lead to open sabotage. In Kenya, implementation of strategic plans in NGOs has drawn the attention of various stakeholders and managers are put to task to think and embrace various management concepts that will enable their organizations respond effectively to changing business environment and deliver the expected results (Wambui, 2006). Strategic management is a plan or some sort of consciously intended course of action, a pattern which emerges over a time, a position which

provides a competitive advantage, a perspective which exists in the minds of people (Mintzberg, Lamb, and Ruth, 1988). 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, 2003).

### **2.4.3 Communication**

Communication should be a regular rather than a one-off exercise and should be pursued through various channels that management deem fit to access the employees of an organization. People need to be involved in the strategic plan implementation and hence a continuous message effectively communicated will energize people into fully participating in the firm activities (Aosa, 1992). Managers must select those to be involved in communication of organizational needs to avoid skeptics or spoilers who would otherwise bend the intended aim as stipulated in the strategic plan. This will involve drawing discussions and debates about the right timing plus the freedom to have open talk on how efficient a plan is being implemented.

Robinson and Pearce (2004) have observed that miscommunication occurs between the point where communication starts and the point where it is received. More so, the interpretation of that communication plays a vital role which requires managers to be enforcing a strong culture that embrace clear understanding of communications from all corners of the organization. This means that managers must be aware of people's beliefs, attitudes, behaviour, demands and arguments in order to communicate effectively the message of strategic plan implementation to the employees (Burnes,

2004). The study will look into this communication aspect and relate it to the culture of the organization at NGOs.

According to a study by the Hay Group, a global management consultancy, effective communication by leadership in three critical areas was the key to winning organizational trust and confidence (Lamb & McKee, 2004): it helps employees to understand the company's overall business strategy, and how they contribute to achieving key business objectives. It also helps in sharing information with employees on both how the company is doing and how an employee's own division is doing, relative to strategic business objectives.

#### **2.4.4 Organizational Culture**

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, 2003). 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 (2006) 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 behaviour of an individual, the shared assumptions (beliefs and values) among a firm's members influence opinions and actions within that firm.

Empirical investigations suggest that the promotion of an innovation enabling culture requires senior leaders' support and involvement (Drucker, 1985; Ireland & Hitt, 1999; Jassawalla & Sashittal, 2000; 2005; Vera & Crossan, 2004). Farson and Keyes (2002), 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 fosters innovative behavior (Amabile, Okinuwe, & Weniya, 1996; Woodman, Anderson, Hester, & Stringer 1993; Sackmann, 2003, 2006; Ulwick, 2002; Anand, Judge & Allan, 2007). 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 enable them to undertake creative and innovative ventures (Sternberg, Kaufman & Pretz, 2003; Mumford & Licuanan, 2004; Chen, 2007).

Bounded delegation leaders also foster innovation by creating a sharing culture that facilitates interaction and information sharing among individuals across the organization (Damanpour, 1991; Ahmed, 1998; McDermott, 1999; Menzel *et al.*, 2008). 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, 2008). Damanpour (1991) notes internal communication as helpful to organizational innovativeness, while McDermott (1999) emphasizes that it is important to develop existing knowledge communities to facilitate information sharing. A sharing culture makes interaction, communication, and knowledge transfer possible (Damanpour, 1991; Ahmed, 1998; McDermott, 1999; Menzel *et al.*, 2008), 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 (Johnson & Scholes, 1999). 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.

#### **2.4.5 Stakeholders**

Stakeholders are people, groups, or institutions, such as suppliers, customers, shareholders, financial institutions, unions or local communities, which are likely to be affected by an organization's proposed interventions (either negatively or positively), or those which can affect the outcome of the intervention (Johnson & Scholes, 1999). They depend on the organization to fulfill their own goals and in turn the organization depends on them (Johnson, Scholes & Whittington, 2008). Key stakeholders in a business organization include creditors, customers, directors, employees, government (and its agencies), owners (shareholders), suppliers, unions, competitors and the community from which the business draws its resources.

Although stake-holding is usually self-legitimizing (those who judge themselves to be stakeholders are de facto so), all stakeholders are not equal and different stakeholders are entitled to different considerations. For example, a firm's customers are entitled to fair trading practices but they are not entitled to the same consideration as the firm's employees.

External shareholders can be divided into market environment, sociopolitical and technological environments, depending on the nature of their relationship with the organization, and therefore how they might affect the success or failure of a particular strategy (Cummings & Doh, 2000). Stakeholders are therefore very influential individuals and groups who are vitally interested in the actions of an organization looking back into the past, present and future operations plus the environment of the organization (Pearce & Robinson, 2004). Alongside the corporate governance chain that provides the formal requirements and boundaries within which strategy is being developed, it is important to understand stakeholder expectations in detail, how these might differ from each other and the extent to which they are likely to seek influence over an organization's purposes and strategies (Johnson, Scholes & Whittington, 2008).

In order to achieve planned objectives effectively with much efficiency, the planners of every strategy feel obliged to stakeholders in every aspect of implementation that will reflect a clear follow up of the planned process. Porter (1986) terms as stakeholder activism the demands placed on an organization by each foreign environment. This aspect of foreign environment is replicated in virtually every NGO

as we find that in one way or another, the NGOs are related to a foreign stakeholder. During the strategic planning process, this stakeholder activism cannot be ignored as the foreign environment is bound to have the wish of seeing outcomes of that strategic plan in the future. One of the most important features of effective implementation is time factor or planning. Stakeholders' time consciousness would inspire the management team to ensure the implementation was as effective as required by the very stake holders. With the incorporation of foreign stakeholders, NGOs find it difficult not to accomplish set objectives due to good monitoring and evaluation especially by foreign stakeholder.

Simpson and Lyddon (1995) note that different stakeholders each with their own needs and expectations will have different views of what a programme will seek to achieve. Whereas some stakeholders can be nominated, others like the government and politicians are indeed difficult to avoid yet they are crucial in the successful implementation of any strategic plan. The various needs must be grouped in order to identify which needs are in conflict with the others and hence bringing them inline with the strategic implementation process.

When the management pulls to one side while stakeholders pull in the opposite direction it results into several non-performing NGOs with huge resources being wasted. The future is too complex and uncertain for top management alone to create and implement strategies that would be effectively implemented to the satisfaction of all stakeholders.

#### **2.4.6 Organizational Resources**

NGOs in Kenya have been involved in many workshops and training programmes 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. This study will explore two major resources in NGOs, human resource and finances.

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, 2009). 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 (Prahalad & Hamel, 1990).

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.

## **2.5 Critique of Literature Review**

In systems theory, specialization has led to isolation of teams with subcultures and miscommunication. It also assumes that all parts are working and know the end result and that outsiders to the system are not taken care of by the theory but this is not practically true. Most management theories lack empirical support. Management models become complex as they expand lacking its robustness. Similarly, not all the people under a manager will accept moderate challenges. Management theories fail to realize that performance might be set by the people on the ground leading to revolts on non-achieving leaders. The assumption that democracies are the solution to people's work is not universally applicable and places people into 2 distinct groups without considering intermediate levels.

The assumption in communication theories is that all the steps are followed procedurally. However, the practical reality is that the environment has lots of disturbances called noise that interferes with communication. The theories also fail to recognize that in some communications, no feedback is ever expected.

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. 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.

Stakeholder theories emphasize core management without really showing how the non-legitimate groups are catered for. Although focus is on interrelationships, it assumes interest of stakeholders to be balanced against each other. Some stakeholders never know they are stakeholders. Resource dependency theories fail to recognize that the complexities of relationships in environment means that an organization can break from its immediate environment, for example, in outsourcing. The theories can be faulted since assuming that all resources come from the external is not practical e.g. during economic sanctions or political turmoil, organizations still get resources.

The studies carried out in the variables mentioned have tended to wrongly assume that each of the variables appear in isolation although other studies tend to believe none of the variables can appear in isolation. Combination of seemingly related variables like management and leadership is not particularly effective since the two aspects have distinct features which should be studied independently. Studies on communication tend to ignore the fact that in some cultures, communication is defined by the

community and not work environment. Therefore, studying communication in isolation without other factors gives a biased assessment of that variable.

Scholars who have studied resource dependency theory did not consider the fact that sometimes, the resource controls the resource user and in most cases the user becomes the control variable. In all the studies for all variables, the assumption was that, applicability is universal, but different regions of the world view each of the studies variables in a completely different way and more so, the African context does not come out clearly even for the studies carried out on the African continent.

## **2.6 Knowledge Gap**

Previous studies did not examine the influence of major factors in the link between strategic planning and Implementation. Wambui (2006) focused on managerial involvement related to Strategy Implementation. This represented one aspect of factors that influence 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 factors affecting implementation of strategic plans.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter set out various stages, methods and procedures that were followed in executing the study, thereby satisfying the study objectives. It aimed at providing a background and justification to the study design and methodology. This study investigated the factors affecting the implementation of strategic plans within Kenyan NGOs focusing on management, communication, culture, stakeholders and organizational resources.

#### **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, 2008; Lesage, 2009; Freshwater, 2006). Borg, Meredith and Gall (2008) define research design as a detailed plan for how the research will be conducted. Donald (2006) notes that a research design is the structure of the research, it is the 'glue' that holds all the elements in a research project together. According to Gall *et al.* (2003), 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 and Schindler (2008) describe 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 an exploratory approach using a descriptive survey design. This ensured ease in understanding ideas about the problem. Kothari (2006) 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 behaviour of the population of interest. According to Creswell (2003), 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 factors affecting the implementation of strategic plans in Kenyan NGOs and investigated four specific objectives, testing their influence on effective implementation.

### **3.3 Population**

Lumley (1994) defines populations a larger collection of all subjects from where a sample is drawn. It refers to an entire group of individuals, events or objects having common observable characteristics (Mugenda & Mugenda, 2006). Cooper and Schindler (2008) observe that a population is the total collection of elements about which one wants to make inferences. A similar view is expressed by Kothari (2006) when he defines a population as the study's universe.

The NGOs Coordination Board's website puts the latest number of registered NGOs in Kenya at 6,642 operating in 85 districts and 53 sectors ([www.ngobureau.or.ke](http://www.ngobureau.or.ke), 20.11.2011). The reason for this was due the government's re-registration of NGOs to curb illegal or unregistered organizations posing as NGOs. The target population of this study consisted of the 2,588 NGOs based in Nairobi District and operating in the

sectors of Youth, Relief, Micro-Finance, Welfare and Health, distributed as shown in table 3.1. The main reason for this choice was that those NGOs in Nairobi are most likely to exhibit all or most of the strategic implementation processes studied.

**Table 3.1: Target Population**

| Sectors       | Population Size |
|---------------|-----------------|
| Youth         | 384             |
| Relief        | 419             |
| Micro-Finance | 101             |
| Welfare       | 722             |
| Health        | 962             |
| <b>TOTAL</b>  | <b>2,588</b>    |

Source (NGO bureau)

The study only used these officially recognized NGOs, registered with the NGOs Coordination Board in accordance with the Non-Governmental Organizations Coordination Act section 10 of 1990. This was to ensure only bona fide NGOs registered with NGO council as included in the study.

### **3.4 Sample Design and Technique**

The sample was culled from the Population using stratified sampling. According to Kerry and Bland (1998) the technique produces estimates of overall population parameters with greater precision and ensures a more representative sample is derived from a relatively homogenous population. Stratification aims to reduce standard error by providing some control over variance. Muganda (2010) states that the sampling frame or the survey frame is the list of accessible population of people, events or documents that could be include in a survey and from which a study will pick a

sample to collect data. Saleemi (2009) defined sampling as a definite statistical plan concerned with all principal steps taken in the selection of a sample and the estimation procedure.

The sample was developed using proportionate sampling strategy. With proportionate stratification, the sample size of each stratum is proportionate to the population size of the stratum. This meant that each stratum has the same sampling fraction (Stattek, 2009). According to Birchall (2009) proportionate stratification provides equal or better precision than a simple random sample of the same size, the gains in precision are greatest when values within strata are homogeneous and those gains in precision accrue to all survey measures.

Thus the study grouped the population into 5 strata according to the sector of operation, namely, Youth, Micro-Finance, Relief, Welfare and Health. Stratification was found necessary since the population of study is stratified according to many sectors. These sectors were carefully selected to capture all NGOS that were most active and demonstrated performance. The Youth sector was deemed to have a futuristic tendency spelling strategic standpoint. Micro-Finance actively participated as leading drivers of the economy and would be competing with banks as they transform into deposit-taking microfinance (DTMs) regulated by the Central Bank of Kenya. The Relief and Welfare sectors were thought to hold accountability to a wider constituency of stakeholders. The Health sector was considered as it covered all sections of the society. There were aspects of strategic planning and implementation that were most likely to be identified in the sectors. The strata sizes were as provided

by the NGOs Coordination Board ([www.ngobureau.or.ke](http://www.ngobureau.or.ke) 20.11.2011) as shown in the table 3.2, and formed the population frame. At least 10% sample of the population was considered a generally acceptable method of selecting samples in such a study (Stanley & Gregory, 2001; Kothari, 2004). Kerlinger (2009) states that a 10% sample allows for reliable data analysis and provides desired levels of accuracy for testing significance of differences between estimates.

A sample size of 258 NGOs was therefore selected (Table 3.2). The Institute of Economic Affairs (2009) defines a sample size as a function of logistics and homogeneity or heterogeneity of the population. According to Sekaran (2006) adequacy, means the sample should be big enough to enable reasonable estimates of variables to be obtained, capture variability of responses and facilitate comparative analysis. Kothari (2004) recommends any large sample to be at least 10% of the target population. The sample of 258 was therefore expected to adequately address the objectives of the study.

The sample size derived from stratification is denoted by  $n = n_1 + n_2 + n_3 + n_4 + n_5$ ,

Where; n= sample size

$n_1$  = Youth NGOs

$n_2$  = Micro-Finance NGOs

$n_3$  = Relief NGOs

$n_4$  = Welfare NGOs

$n_5$  = Health NGOs

**Table 3.2: Sample Size**

| NGO Sectors   | Population Size | Proportion | Sample Size |
|---------------|-----------------|------------|-------------|
| Youth         | 384             | 0.15       | 38          |
| Relief        | 419             | 0.16       | 42          |
| Micro-Finance | 101             | 0.04       | 10          |
| Welfare       | 722             | 0.28       | 72          |
| Health        | 962             | 0.37       | 96          |
| TOTAL         | 2,588           | 1.00       | 258         |

### **3.5 Data Collection Method**

This study required the collection of both primary and secondary data, and utilised both Qualitative and quantitative data. Quantitative data was necessary for comparison. The study used primary data obtained through questionnaires with a selected team of managers involved in implementation of strategic plans within the 258 NGOs. After editing, the questionnaires were then submitted to the selected NGOs after the pilot test in order to get the data and information required for the study. This was done with the help of research assistants who administered the questionnaires to selected NGOs in the stratified manner described above within the County of Nairobi where the study was conducted.

The study had to oversee the process of data collection and personally administered some questionnaires and interviews to make sure the assistants were administering the instruments appropriately. There was need to retain flexibility in the data collection process, as this would pick unexpected information which would help in interpreting and clarifying numeric data collected. Survey study design was adopted in order to allow an in-depth and exhaustive investigation.

### **3.5.1 Data Collection Instruments**

According to Ngechu (2006) 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). This study applied mixed instruments in which more than one instrument were used and is referred to as triangulation. Sekaran (2006), Nachmias and Nachmias (2008) 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 factors that affect effective implementation of strategic plans and hence the instruments contained items that measured these variables (Appendix I). The research used four instruments including a questionnaire, interview guide, observations and desk studies.

### **3.5.2 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. This 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 NGO and individual, a section on background information on Strategic Planning in the

responding organization and 5 sections exploring the influence of the five variables under investigation on strategic implementation process in the responding NGO.

### **3.5.3 Interviews**

Not all dynamism of organizations and the strategic implementation process can be captured in a questionnaire, and the study also used personal interviews. Peterson (1982) 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. In each NGO visited one senior manager will be interviewed. To facilitate collection of standard data, the study conducted 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 useful secondary data.

### **3.5.4 Observations**

The study needed to look around for hard and soft facts and take account of how things were done or happened within the organizations visited. The Gall and Gall (1999) notes that observation involves studying an individual involved in some behaviour while an event is unfolding and it yields more accurate data than can be obtained from questionnaires or interviews. An observation checklist was used where the variables to be observed were carefully defined( Appendix III).

### **3.5.5 Desk Studies**

The study studied planning documents such as strategic plans and other planning and governance manuals, to explore the effectiveness of implementation policies and methods such as contained in strategic action planning. A list of the documents/publications and the variables of interest were developed to ensure consistency of data collected from one NGO to another.

### **3.5.6 Operationalization of Key Variables**

This section dealt with the generalization of dependent and independent variables of the conceptual framework. The independent variables surveyed included the following;- (1) Management styles, (2) Communication, (3) Organizational Culture, (4) Stakeholders, and (5) Organizational Resources. The dependent variable was effective implementation of strategic plans in NGOs in Kenya. The variables were operationalized in accordance with the objective of the study as shown in table 3.3.

**Table 3.3: Operationalisation of Variables**

| <b>Dependent Variable and definition</b>   | <b>Operational Indicator</b>  | <b>Question Number On Instrument For Data Collection</b>  |
|--|---|---|
| Effective Strategy Implementation (Action)<br>- The extent to which strategies have been implemented and the satisfaction of both employees and stakeholders | - Structures of implementation<br>- Feedback mechanism<br>- Success/failure rate of implementation<br>- Review mechanism<br>- Review frequency<br>- Adherence to timeframe          | Section A (1-6)<br>Section B (1-7)<br>Section C (1-13)<br>Section D (1-10)<br>Section E (1-4)<br>Section F (1-4)<br>Section G (1-3) |
| <b>Independent Variable and definitions</b>  | <b>Operational Indicator</b>  |   |
| Management Styles  | - Policies and procedures<br>- Responsibility for strategy implementation<br>- Involvement<br>- Impact/Effect on organization of planned strategies<br>- Timeliness<br>- Challenges | Section C (1-13)  |
| Communication  | - Policy communication<br>- Communication styles<br>- Feedback mechanism<br>- Who is responsible  | Section D (1-10)  |
| Organizational Culture   | - Values and Beliefs<br>- Communication styles<br>- Culture and implementation of Strategic Plan<br>- Culture and achievement   | Section E (1-4)   |
| Stakeholders   | - Responsibilities of stakeholders in implementation<br>- Level of involvement in control and Implementation<br>- Challenges encountered  | Section F (1-4)   |
| Organizational Resources   | - Resources leading to efficiency in implementation<br>- Organization able to create a cutting edge and a niche<br>- Improved capabilities  | Section G (1-3)   |

### **3.5.7 Administration of Research Instruments**

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

### **3.6 Pilot Testing**

The questionnaires and the interviews were pre-tested to ensure that they were manageable, relevant and effective. Marczyk, DeMatteo and Festinger (2005) 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 (2007) 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 selected 1% of the target population

(26 NGOs) for pilot testing (Table 3.4). Kothari (2004) and Sekaran (2006) recommended a 1% sample from the population as being fit for statistical test of instruments. Care was taken to ensure that pilot study respondents were selected outside the main study sample but within from the target population with matching characteristics.

**Table 3.4: Determination of Pilot Sample**

| <b>Sub Group (NGO Sectors)</b> | <b>Population Size</b> | <b>Proportion</b> | <b>Pilot Size</b> |
|--------------------------------|------------------------|-------------------|-------------------|
| Youth                          | 384                    | 0.15              | 4                 |
| Relief                         | 419                    | 0.16              | 4                 |
| Micro-Finance                  | 101                    | 0.04              | 1                 |
| Welfare                        | 722                    | 0.28              | 7                 |
| Health                         | 962                    | 0.37              | 10                |
| <b>TOTAL</b>                   | <b>2,588</b>           | <b>1.00</b>       | <b>26</b>         |

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 data for relevance, 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. If necessary the study would rerun pilot testing until the study was satisfied with the data collection instruments. Organizations sampled for the pilot testing were not eligible for the main sample of the study.

### **3.7 Data Analysis and Presentation**

Before processing the responses the completed questionnaires were edited for completeness and consistency. Quantitative data collected was analyzed by

descriptive statistics, and presented through tables, charts and in prose. This was attained through frequency distributions, means, modes, percentages, and standard deviations, simple and cross tabulations. Qualitative data was coded into the different factors and sectors, and analysed through Content Analysis. Content Analysis is a research technique for the objective, systematic, and quantitative description of manifest content of communications (Berelson, 1952). It is used to determine the presence of certain words, concepts, themes, phrases, characters, or sentences within texts or sets of texts and to quantify this presence in an objective manner. The analysis utilized SPSS version 17 software to facilitate all computations and output for interpretation by the study. Leyla (2001) observes that SPSS offers extensive data handling capabilities and numerous statistical analysis routines that can analyse small to very large amounts of data.

Descriptive analyses of the study were done and expressed through frequency tables, percentages, charts means and standard deviations. The study used a Likert scale ranging from 1 to 5 for analyzing items that were in nominal scale.

Inferential statistics were used to test variable relationships in which regression analysis showed how the variables were related while correlation analysis indicated the degree of relationship between the variables. For these tests, ANOVA, t-test and F-test were used. The Ordinary least squares regression analysis was done and interpreted to determine the influence that the independent variables had on the dependent variable; effective implementation of strategic plans. The research questions were tested to determine whether the independent variables affected the

effective implementation of strategic plans. Analyses were done involving each independent variable separately to test their individual influence on the dependent variable. The ANOVA F-statistic was used to test the research questions for the regressor coefficients for each variable to be equal to zero. An analysis to determine the combined influence of all the independent variables was done. All the independent variables were combined and involved in the analysis. Finally, the ANOVA F-statistic was used to test the research questions that the regressor coefficients of all the independent variables are jointly equal to zero.

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  $i = [1, \dots, 5]$

$X_i$  is independent variable where  $i = [1, \dots, 5]$

$e$  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 between the independent and dependent variable.

## **CHAPTER FOUR**

### **RESEARCH FINDINGS AND DISCUSSION**

#### **4.1 Introduction**

This chapter presents the responses from target NGOs that formed the sample of the study whose main objective was to determine the factors that affect effective implementation of strategic plans in NGOs in Nairobi. The data was analyzed through descriptive statistics and presented using tables, charts and in prose using qualitative content analysis. 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 Survey Response Analysis**

Out of the 2588 NGOs within Nairobi 10 % sample of 258 was drawn using a proportionate random sampling technique as recommended by Birchall (2009). Statistical inferences are validly made from samples that are large enough at 10 % of the population (Kothari, 2004; Sekaran, 2006). The youth sector was selected as the community's succession planning. Relief sector was selected due to their coverage of many stakeholders. Micro-finance was selected because it is a pillar of economic development. The Welfare sector was selected because it covers a large scope in people's life while health sector is a paramount concern for all those in the country. From the results in table 4.1, a total of 142 NGOs representing 55% of the targeted sample returned the questionnaires, all of which were analyzed.

This is a high response rate and is comparable to previous scholars' works; for example, Cater and Pucko (2010) had a response rate of 49%, Awino (2007) attained 57%, Aosa (1992) attained 52% while Ombima *et al.* (2010) attained 53%. The statistical authors have recommended a response rate of at least 30% to be adequate. The response rate was therefore fit enough for carrying out study analysis.

**Table 4.1: Response Rate**

| NGO Sample sector | Expected sample | Observed Frequency | Percentage of field total | Percentage within sector |
|-------------------|-----------------|--------------------|---------------------------|--------------------------|
| Youth             | 38              | 22                 | 15.5                      | 57.8                     |
| Relief            | 42              | 22                 | 15.5                      | 52.4                     |
| Micro-finance     | 10              | 5                  | 3.5                       | 50.0                     |
| Welfare           | 72              | 41                 | 28.9                      | 57.0                     |
| Health            | 96              | 52                 | 36.6                      | 54.2                     |
| Total             | 258             | 142                | 100.0                     | 55                       |

### 4.3 Test of Instrument

#### Reliability and Validity of the Instrument

The validity and reliability of the tools resulted from the extent to which responses of the field reflected theories and empirical evidence of other scholars who have studied similar variables. The main tool of data collection used was the Likert-scale questionnaire. The instrument was reviewed and tested by university experts in statistics and strategic fields using Cronbach's alpha test. Nachmias and Nachmias (2006) has explained that a Cronbach's alpha test confirms the reliability and consistency of a DCI. The results of the test are summarised in table 4.2.

The other instrument used was an interview schedule for appraising the surroundings and culture of each NGO as the respondents in the study. Desk study was also used to get the exact locations of the target NGOs as identified in the register at the Kenya Bureau of NGOs. From table 4.2 the questionnaire instrument consistently returned high scores averaging 0.8 which is highly acceptable since Cronbach's alpha coefficient of over 0.7 qualifies an instrument as reliable and consistent (Nachmias & Nachmias, 2006; Kent, 2001; Kothari, 2004; Sekaran, 2006).

**Table 4.2: Test of reliability and inter-correlations of study variables**

|                       | Implement<br>ation of<br>Strategies | Manage<br>ment | Commun<br>ication | Stakehol<br>ders | Culture | Resources |
|-----------------------|-------------------------------------|----------------|-------------------|------------------|---------|-----------|
| Mean                  | 4.36                                | 3.64           | 4.81              | 4.12             | 3.16    | 3.71      |
| Standard<br>deviation | 0.78                                | 0.44           | 1.11              | 0.91             | 0.22    | 0.18      |
| Implementation        | 0.812*                              |                |                   |                  |         |           |
| Management            | 0.591                               | 0.801*         |                   |                  |         |           |
| Communication         | 0.739                               | 0.436          | 0.834*            |                  |         |           |
| Stakeholders          | 0.092                               | 0.136          | 0.177             | 0.875*           |         |           |
| Culture               | 0.080                               | 0.111          | 0.156             | 0.641            | 0.824*  |           |
| Resources             | 0.089                               | 0.327          | 0.142             | 0.413            | 0.677   | 0.811*    |

**Note:** the diagonal numbers indicate alpha coefficients

From Table 4.2, the questionnaire tool returned a highly acceptable score since Cronbach's alpha coefficient of over 0.7 qualifies a tool as reliable and valid (Nachmias & Nachmias, 2006; Newman, 2000; Lewis, 2003; Sekaran, 2006). The questionnaire was therefore used as the data collection tool for this strategic planning study.

The relevance of the instrument was tested through face validity in which the degree to which statements and questions on the instrument adequately represented the characteristics being measured. This was done through consultation with peer groups and university dons from within JKUAT giving a objective judgment. The consultations entirely came to an agreement on validity of the instrument.

#### **4.4 Profiles of the Respondents**

##### **4.4.1 Number of Years Worked**

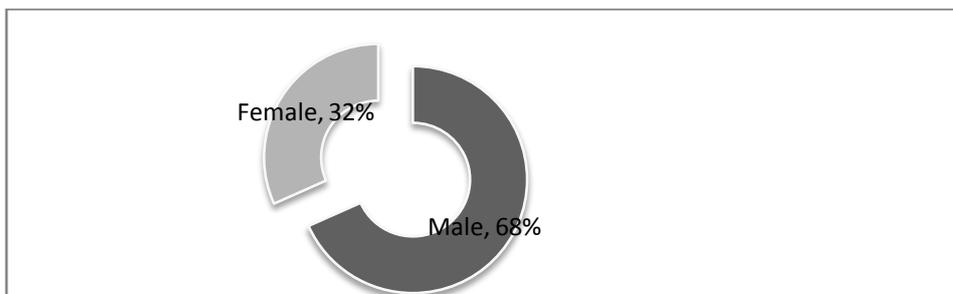
The respondents at target NGOs were asked to state the various number of years worked at their present work stations. Majority (71.8%) respondents had worked for 1-5 years, 16% had worked for 6-10 years, 7% had worked for over 10 years and 4.9% had worked for under 1 year. As shown in table 4.3 the findings corroborate the work of scholars like Thompson and Strickland (2007), Robinson and Pearce (2004) and Letting (2007) who emphasized the need to retain employees that will have enough experience for all stages of implementation to be effective. Other scholars including Aosa (1992), Korten (1990), Mulube (2009) and Arasa (2008) have also emphasized the need to have staff for implementation of strategic plans. This study found that majority of respondents been in the NGOs for 1-5 years indicating they are fairly experienced to effectively implement strategic plans.

**Table 4.3: Years of Service**

|               | Frequency | Percentage | Cumulative Percentage |
|---------------|-----------|------------|-----------------------|
| Under 1 year  | 7         | 4.9        | 4.9                   |
| 1-5 years     | 102       | 71.8       | 76.7                  |
| 6-10 years    | 23        | 16.2       | 92.9                  |
| Over 10 years | 10        | 7.0        | 100.0                 |
| Total         | 142       | 100.0      |                       |

#### **4.4.2 Respondents' Gender**

This question sought to establish gender distribution of the respondents. The results of gender distribution from figure 4.1 indicate that majority (68%) of the respondents were male and minority (32%) were female. Robinson and Pearce (2004) have singled out gender as one of the cultural issues that can affect strategy implementation. Similarly, Kidombo (2007), Wambui (2006) and Mintzberg (2004) highlight the need to involve both gender for effective implementation of community strategic plans. Gender composition is very important by management requirements and as a pre-requisite by most stakeholders in the NGO world. Since majority of the responses for this study relied on the perceptual measures of the respondents, this gender distribution was expected to accommodate the opinions and views from both sides of the gender divide.



**Figure 4.1: Gender of Respondents**

#### **4.4.3 Education Level of Respondents**

This question sought to establish the academic level of the respondents to determine how capable the staff were in understanding matters of strategic plan implementation. As indicated in table 4.4, the minor majority (45%) staff had attained a diploma followed by first degree holders at 29% and a remarkable 22% for Masters Degree. Those with doctorate level degree stood at 4% of the total. Even though many scholars (Senior & Flemming, 2006; Letting, 2009; Mulube, 2009) have indicated that leadership is not based on level of education, there is need to have employees with high qualifications in all levels of management. Strategic plans are normally very complex (Robinson & Pearce, 2004) and require people with high level logistical skills. The findings are in support of these scholars since the cumulative percentage of respondents with at least a Bachelor's Degree is 55% showing a high level of education.

It was therefore deduced from the findings that employees of NGOs in Kenya had to a large extent good quality education that includes both Bachelor's degree and post graduate levels of education. This means that the respondents were in a fairly good position to respond to the study better.

**Table 4.4: Level of Education of Respondents**

| Highest Education level | Frequency | Percentage | Cumulative Percentage |
|-------------------------|-----------|------------|-----------------------|
| Diploma                 | 60        | 45         | 45                    |
| Bachelors Degree        | 41        | 29         | 74                    |
| Masters Degree          | 32        | 22         | 96                    |
| Doctoral (PhD)          | 6         | 4          | 100.0                 |
| Total                   | 142       | 100.0      | 100.0                 |

## **4.5 Profiles of Target NGOs**

### **4.5.1 Age of the Organizations**

This question sought to establish the age of the NGO using the year of inception and from table 4.5, results show that a simple majority (45.8%) were formed after 2000, 43% were formed between 1990 and 2000, 11.3% were formed before 1990 and the newest players on the NGO sector at 1.4% were formed from 2010. This is an indication that a majority of NGOs had not been in operation for a long period and their entry into the NGO sector could have been necessitated by factors that are mainly temporary in nature or generally not long lasting. The increase in number of NGOs after 1990 can be traced to the many changes that have taken place during that period including increase in democratic space, the global fight against deadly HIV/AIDS through awareness programmes, world economic liberalization (Awino, 2007; Letting, 2009) and availability of micro-finance facilities to most people.

As Korten (1990) and Amulyoto (2004) observed, the formation of NGOs is mainly based on urgent needs of the society and this affects the way strategic plans are

implemented. These findings support the scholars' line of thinking that age of operation for an NGO affects implementation of strategic plans.

**Table 4.5: Year of Inception**

| Inception period | Percent | Cumulative Percent |
|------------------|---------|--------------------|
| Before 1990      | 11.3    | 11.3               |
| 1990-2000        | 43.0    | 54.3               |
| 2001-2009        | 44.4    | 98.7               |
| From 2010        | 1.4     | 100.4              |
| Total            | 100.0   |                    |

#### **4.5.2 Size of NGOs by Number of Employees**

In this question, the study sought to find a summary of the NGOs and the number of employees to give an estimate of the work force. Majority (63.4%) of the NGOs had less than 50 employees, 23.2% had between 50 and 100 employees while only 13.4% had over 100 employees either here in Kenya or in other countries for those NGOs with an international outlook. This was deemed important since certain functions according to Leting (2007) are only possible with an adequate workforce. The findings are shown in Table 4.6. This implies that NGOs in Kenya do not have adequate numbers in terms of workforce. The findings support Korten (1990), Lufthans (1992) and Awino (2007) who observed that an ideal number for an NGO should be over 50 employees. The low numbers in Kenya NGOs could affect implementation of strategic plans. However, most NGOs as indicated in the study were only able to sustain less than 50 employees. This could be attributed to inadequate resources, nature of activities and period of operation and has an effect on implementation of strategic plans.

**Table 4.6: Size of NGO by number of employees**

| Size          | Frequency | Percentage | Cumulative Percentage |
|---------------|-----------|------------|-----------------------|
| Less than 50  | 90        | 63.4       | 63.4                  |
| 50-100        | 33        | 23.2       | 86.6                  |
| More than 100 | 19        | 13.4       | 100.0                 |
| Total         | 142       | 100.0      |                       |

#### **4.6 Descriptive Analysis for Study Variables**

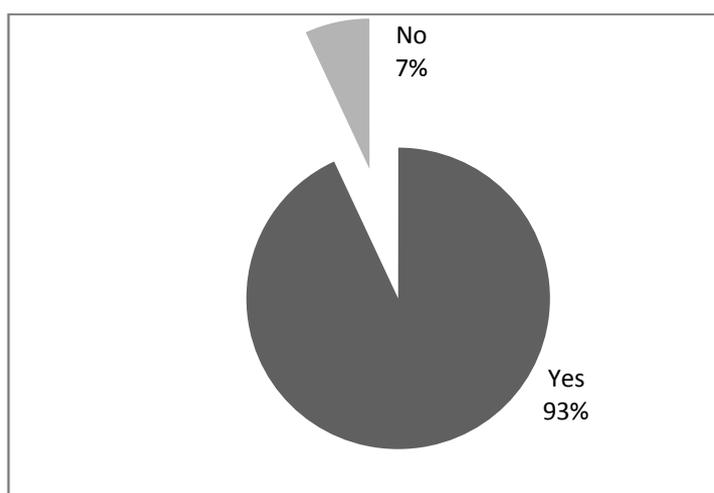
##### **4.6.1 Effective Implementation of Strategic Plans**

The objective of this area of study was to analyze effective implementation of strategic plans through assessment of indicators that describe and define the dependant variable. These indicators were framed in the form of specific questions that aimed to help respondents make reliable conclusions on the effective implementation of strategic plans.

##### **4.6.1.1 Participation in Strategic Plans Implementation**

In this question, the study sought to establish if the respondents' NGOs participated in strategic plans implementation regardless of whether they participated in their planning and development process. Results in figure 4.2 showed a large majority (93%) of the respondents indicated that implementation policies do exist, while only 7% cited lack of implementation policies. From those finding, it was therefore possible to analyse all the questionnaires for the five independent variables and the main dependent variable as recommended by many scholars including Sekaran

(2006), Kothari (2004) and Muganda and Muganda (2008). Similarly, Nachmias and Nachmias (2006), Awino (2007) and Mulube (2009) recommend that only those responses which correctly respond to the main theme should be analyzed. In this research, the main theme and dependent variable is the effective implementation of strategic plans and only those respondents who indicated that they practiced implementation of strategies were eligible for the survey.



**Figure 4.2: Existence of Strategic Plan Implementation Policies**

#### **4.6.1.2 Practicing of Implementation of Strategic Plans**

The question sought to establish the length of time that the NGOs have been implementing strategic plans in order to gauge the experience of those NGOs in the field of strategic plan implementation. Results in table 4.7 indicate that 38.7% have practiced for over 6-10 years, 33.1% have practiced for 1-5 years, 23.9% have practiced for over 10 years and 4.2% have practiced strategic plans for less than 1 year. This is an indication that the NGOs sampled had adequate knowledge and experience of understanding and practicing strategic plans as recommended by and in

agreement with other scholars like Korten (1990), Amukobole (2010), Mintzberg (2004) and Letting (2009).

**Table 4.7: Period Practicing Strategic Plans**

| Time period   | Frequency | Percentage | Cumulative Percentage |
|---------------|-----------|------------|-----------------------|
| Under 1 year  | 6         | 4.2        | 4.2                   |
| 1-5 years     | 47        | 33.1       | 37.3                  |
| 6-10 years    | 55        | 38.7       | 76.1                  |
| Over 10 years | 34        | 23.9       | 100.0                 |
| Total         | 142       | 100.0      |                       |

#### **4.6.1.3 Planning Period for Implementation of Organization Activities**

The question sought to establish the planning horizon, review periods and the anticipated time of implementation of organizational activities. The results in table 4.8 indicate that majority of the respondents at 46.5% practised medium term plans followed at 33.8% by those NGOs which practised short term strategic plan implementation and 19.7% for those who practiced long term strategic plans. Cumulative score for short term and medium term horizons was 80.3% indicating that most NGOs practice short and medium term strategic plans. The findings proved that NGOs have various planning horizons which was in consensus with what other scholars observed and concluded (Awino, 2007; Aosa, 1992; Koontz, 2001; Judge & Robinson, 2008) that the planning horizon, review period and the actualization of activities of strategic plan within the stipulated periods are key indicators to the existence of implementation of strategic plans.

The actual period in the three planning horizons were averagely found to be under 2 years for short term, 2-3 years for medium term and over 5 years for those considered as long term plan implementations. These study findings are therefore in line with the other scholars' findings (Awino, 2007; Aosa, 1992; Koonz, 2001; Judge & Robinson, 2008) who noted that for implementation to effectively occur, a planning horizon must be set.

**Table 4.8: Planning Horizon for Strategic Plans Implementation**

| Horizon     | Frequency | Percentage | Cumulative Percentage |
|-------------|-----------|------------|-----------------------|
| Short-term  | 48        | 33.8       | 33.8                  |
| Medium-term | 66        | 46.5       | 80.3                  |
| Long-term   | 28        | 19.7       | 100.0                 |
| Total       | 142       | 100.0      |                       |

#### **4.6.1.4 Factors Hindering Achievement of Anticipated Implementation Time Frame**

This question sought to establish why implementation time frames were difficult to achieve. Respondents were therefore asked about time frame of implementing activities, and results indicated that majority (81.7%) of the respondents said activities were carried out within the anticipated time, while 18.3% said that activities were not carried out within anticipated time frame as shown in table 4.9. Similarly, respondents had many reasons why timely implementation did not occur in which 32.4% cited political interference. Another 27.5% said work pressure coupled with poor attitude and conflict of interests was a hindrance, 26.1% cited overlapping plans and tight or impossible timelines, 9.2% indicated resource constraints and 4.9 % indicated that

shortage of adequate finances were some of the hindrances to timely implementation of strategic activities.

However, Aosa (1992), Awino (2007) and Letting (2009) found in the field that most activities were not carried out on time, indicating that indeed a time frame affects implementation of strategic plans in NGOs. These findings are in line with the studies carried out by Johnson, Scholes and Whittington (2008) and Kelleher (2007) both who have observed that funds and resources play a big role in the timely implementation of strategic plans. The study findings also support Aosa (1992) and Mullins (2005) who have pointed out that tight schedules and overlapping plans due to conflict of interest can cause a delay in the implementation of strategic plans. The findings therefore support time frame as having an influence on implementation of strategic plans.

**Table 4.9: Factors Hindering Timely Implementation of Strategic Plans**

| Hindering factor                                    | Frequency | Percentage | Cumulative Percentage |
|---|-----------|------------|-----------------------|
| Resource constraints like Human resources           | 13        | 9.2        | 9.2                   |
| Political interference                              | 46        | 32.4       | 41.5                  |
| Work pressure, conflict of interests, Poor attitude | 39        | 27.5       | 69.0                  |
| Overlapping plans and tight timeframes              | 37        | 26.1       | 95.1                  |
| Funds especially from donors                        | 7         | 4.9        | 100.0                 |
| Total   | 142       | 100.0      |                       |

#### **4.6.1.5 Process of Implementing Strategic Plans**

In this question, the study sought to find out the actual processes undertaken to implement strategic plans at the target NGOs. Results in table 4.10 show that 28% of the NGOs had a formal process having objectives, scanning the environment, formulating implementation plans and then actualizing the implementation, while 22.4% of target NGOs had their plans conceptualized at headquarters and then received at branch level for implementation. Similarly, another 21.4% had meetings and review sessions for implementing plans. Experts and consultants were involved in the implementation process in 13% of the NGOs while 11.2% indicated that annual audits and action plans formed the process of implementation. The formal process is supported by several scholars including Mintzberg (2004), Thompson, Strickland and Gamble, (2004), Aosa (1992) and Robinson and Pearce (2004) and these study findings are in line with the scholars' line of thought. These findings established that the various processes applied and the time frames have an influence on strategic plans implementation.

**Table 4.10: Implementation Process of Strategic Plans**

| Process of Implementation                                     | Frequency | Percentage | Cumulative Percentage |
|---|-----------|------------|-----------------------|
| Objectives, environment scanning, formulation, implementation | 27        | 28.0       | 28.00                 |
| Headquarters conception to branch implementation              | 29        | 22.4       | 50.4                  |
| annual audits and action plans                                | 13        | 11.2       | 61.6                  |
| Experts and consultants                                       | 17        | 13.0       | 74.6                  |
| Field plans for employees                                     | 8         | 5.6        | 79.6                  |
| Meetings and reviews  | 29        | 21.4       | 100.0                 |
| Total   | 142       | 100.0      |                       |

#### **4.6.2 Implementation of Strategic Plans and Management**

In this sector, the study responded to the objective which sought to investigate whether management affects implementation of strategic plans in NGOs in Kenya. The main question of the study was, “does management affect the 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 4.11 and subsequently applied the same scale for all questions using categorical data. Kothari (2004) and Sekaran (2006) indicate that 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 is.

**Table 4.11: Definition of a 1-5 Likert Scale**

| <b>Extent Definition</b> | <b>Median Score Range</b> |
|--------------------------|---------------------------|
| Very good Extent         | 4.5-5                     |
| Good Extent              | 3.5-4.49                  |
| Moderate extent          | 2.5-3.49                  |
| Little extent            | 1.5-2.49                  |
| Insignificant            | 1.0-1.49                  |

#### **4.6.2.1 Management Level in Strategic Plans Implementation**

This was the first question under the management variable and it sought to find out the most influential management level in NGOs. For this study, management was categorised into three levels. These were, top or strategic level, middle or business level and functional or operational level. From table 4.12, a majority 69.0%, 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. Another 5.6% indicated that 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. The level of management where most of the control and leadership of strategic plans is very helpful in determining how important an organization treats their strategic plans (Letting, 2009). The findings are in line with Drucker (1954), Guth and McMillan (1986), Aosa (1992) and Thompson and Strickland (2004) who have all observed that involvement of all management levels for implementation is necessary and that it brings good

coordination or harmony amongst implementation staff. Similarly, Yavas *et al.* (1985) and Wambui (2006) had indicated that participatory involvement is necessary for translating strategic plans into concrete steps that get done.

**Table 4.12: Management levels in Strategic Plans Implementation**

| Management level            | Frequency | Percentage | Cumulative Percentage |
|-----------------------------|-----------|------------|-----------------------|
| Top management              | 98        | 69.0       | 69.0                  |
| Middle level management     | 18        | 12.7       | 81.7                  |
| Functional level management | 14        | 9.9        | 91.5                  |
| All uniform                 | 8         | 5.6        | 97.2                  |
| Impossible to tell          | 4         | 2.8        | 100.0                 |
| Total                       | 142       | 100.0      |                       |

#### 4.6.2.2 Understanding of Strategic Plans by Management Team

This question was posed to respondents to determine whether the managers responsible for strategic plans actually understood those plans. Results in table 4.13 indicated that, 74.0% of respondents indicated that most of the managers understood the strategic plans while only 8.5% responded that the managers did not understand the strategic plans. However, 25% did not have a clear knowledge of whether the leaders understood strategic plans or not.

The high percentage of managers understanding strategic plans is in line with the studies by other scholars including Robins and Coulter (2003), Aosa (1992) and Kidombo (2007) who concluded that managers must understand all aspects of strategic objectives in order to implement them. Further investigation will be required

to establish whether understanding of strategic objectives by management has an effect on implementation of strategic plans in NGOs.

**Table 4.13: Understanding of Strategic Objectives by Managers**

| Suggested Reason        | Frequency | Percentage | Cumulative Percentage |
|-------------------------|-----------|------------|-----------------------|
| Understanding of plans  | 105       | 74.0       | 74.0                  |
| Not understanding plans | 25        | 18.0       | 92.0                  |
| Not sure                | 12        | 8.0        | 100.0                 |
| Total                   | 142       | 100.0      |                       |

#### **4.6.2.3 Cause of Management Not Understanding Strategic**

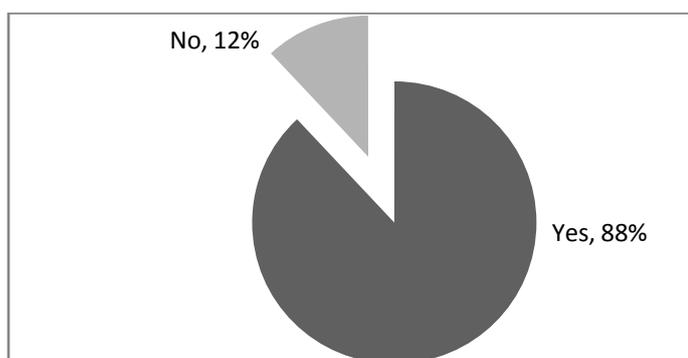
The question was meant to determine the cause of managers not understanding strategic plans. Results in table 4.14 indicated that, a simple majority (38.7%) cited high turnover of staff as the main reason while 35.9% cited lack of participation in planning stage as the key factor leading to managers not understanding strategic plans. Another reason cited by 16.9% of respondents was lack of training and staff development while 8.5% said that managers had strategic advice but without any strategic plans. The results support the observation by Cater and Pucko (2010) that, lack of participation was found to be the main cause of failed plans. On the other hand, Mullins (2005) concluded that having a team of various professional staff was necessary in implementation of strategic plans. In conclusion the question would require further investigation to confirm that understanding strategies and level of management does not affect strategic plans implementation.

**Table 4.14: Reasons for Managers Not Understanding Strategic Plans**

| Suggested reason  | Frequency | Percentage | Cumulative Percentage |
|---|-----------|------------|-----------------------|
| They have strategic advice but no strategic plans                       | 12        | 8.5        | 8.5                   |
| High turnovers  | 55        | 38.7       | 47.2                  |
| Rarely participate in strategic plan preparation                        | 51        | 35.9       | 83.1                  |
| Lack of training, education and capacity building in strategic planning | 24        | 16.9       | 100.0                 |
| Total   | 142       | 100.0      |                       |

#### **4.6.2.4 Basing Management Activities on Strategic Plan**

In this question, the study sought to establish whether management activities of NGOs were based on the strategic plans and from the results in figure 4.3, majority (88%) of respondents indicated that activities were based on strategic plans while a minority 12% indicated that organization activities were not based on strategic plans. This findings support what Aosa (1992), Kidombo (2007) and Letting (2009) established that most activities should be based on strategic plans for effective implementation. It was therefore clear that activities' planning has an influence on implementation of strategic plans as will be proved further in tests for this study.



**Figure 4.3: Activities Based on Strategic Plan**

#### **4.6.2.5 Why Activities Are Not Based on Strategic Plans**

In this question, the study sought to find out why some or all activities at NGOs were not based on strategic plans. Results in table 4.15 indicated that, 40.8% of activities were not based on strategic plans due to lack of resources especially finances and professional staff. Another 29.6% indicated that new plans were introduced by stakeholders and management after strategic planning period. Finally, 28.9% of the respondents cited the emergency cases not fore-planned in the strategic plans as well as change of leadership and management mainly in relief and health sector NGOs. These findings are in line with other scholars' findings including Awino (2007), Kidombo (2007) and Taylor (1995) who attributed some of the above reasons causing activities not being based on strategic plans. Some of the reasons given were lack of contingency plans, failure to maintain a schedule of activities and lack of professional personnel to implement some activities. The study has therefore supported these scholars' line of thinking and proves that activities planning has an influence on implementation of strategic plans.

**Table 4.15: Reasons Why Management Activities are not based on Strategic Plans**

| Suggested reasons   | Frequency | Percentage | Cumulative Percentage |
|---|-----------|------------|-----------------------|
| New plans by stakeholders and management after strategic plan period              | 42        | 29.6       | 29.6                  |
| Lack of resources especially finances and properly trained planning staff         | 58        | 40.8       | 70.4                  |
| Handling emergencies not foreseen on the strategic plans and change of management | 41        | 28.9       | 99.3                  |
| Not sure  | 1         | .7         | 100.0                 |
| Total   | 142       | 100.0      |                       |

#### **4.6.2.6 Role Played by Management in Implementing Strategic Plans**

In this question, respondents were asked to identify the role played by management in implementation of strategic plans. Results in table 4.16 indicated that a simple majority (42%) viewed the role of management as simply drawing action plans based on the strategic plans while 22% thought management role was to educate employees on achievement of implementation. The role of motivation was cited by 15.5% of respondents while recruiting suitable employees was cited by 11.2%. The least role played by management according to 9.2% of respondents was that of rewarding employees on achieving strategic objectives. Several scholars have had related findings to this study. Melrose (2005) cited the role of educating staff, Amulyoto (2004) cited motivation role, while Osoro (2009) and Mulube (2009) indicated that rewarding will motivate employees in implementation of strategies. These findings

support the scholars' conclusions that management has a role to play in implementation of strategic plans.

**Table 4.16: Role Played by Management in Implementation of Strategic Plans**

| Role   | Frequency | Percentage | Cumulative Percentage |
|--|-----------|------------|-----------------------|
| Draw action plans based on strategic plan          | 61        | 42         | 42                    |
| Motivate employees in implementation               | 22        | 15.5       | 57.5                  |
| Recruit suitable employees for implementation      | 16        | 11.2       | 68.7                  |
| Reward strategic objective achievers               | 13        | 9.2        | 77.9                  |
| Educate employees on achievement of implementation | 30        | 22.1       | 100.0                 |
| Totals   | 142       | 100.0      | 100.0                 |

#### **4.6.2.7 Involvement of Various People in Strategic Plans Implementation**

This question sought to establish the level of involvement or the extent to which different people at the NGO in implementation of strategy. The results of respondents are tabulated in table 4.17 in which the highest median is 4.21 for Board of Directors (BoD) followed by consultants with a median of 3.19.

Respondents also gave a high median for Chief Executive Officer (CEO) at 3.17 and functional managers at a median of 3.02. The lowest median was for subordinate staff with 1.74 and general staff with a median of 2.08. Taylor (1995) and Awino (2007) had both observed the importance of having middle level and functional managers involved in championing the implementation of strategic plans. Similarly, Thompson

and Strickland (2007) have emphasized on the need to involve all levels of management. These findings indicate that lower cadre staff are not fully involved in strategic implementation guidance and are in direct relation to the observations of the authors from previous studies including Aosa (1992), Wambui (2006) and Mulube (2009). The findings indicate that various people are involved and have an influence on the effective implementation of strategic plans.

**Table 4.17: Extent to Which Different People/Departments Play a Role in Implementation**

| Person or Department         | Frequencies |          |          |          |          | Median |
|------------------------------|-------------|----------|----------|----------|----------|--------|
|                              | <b>5</b>    | <b>4</b> | <b>3</b> | <b>2</b> | <b>1</b> |        |
| The Board/Directors          | 61          | 22       | 11       | 42       | 23       | 4.21   |
| The Chief Executive (CEO)    | 57          | 19       | 43       | 12       | 7        | 3.17   |
| Middle level managers        | 16          | 49       | 30       | 46       | 12       | 2.74   |
| Functional/Business managers | 13          | 14       | 62       | 15       | 8        | 3.02   |
| Staff                        | 12          | 25       | 33       | 47       | 21       | 2.18   |
| Subordinate staff            | 8           | 34       | 21       | 56       | 19       | 1.74   |
| Consultants                  | 32          | 17       | 20       | 41       | 32       | 3.19   |
| N=142                        |             |          |          |          |          |        |

#### **4.6.2.8 Power Influence on Success of Strategic Plans Implementation**

This question sought to find out what type of power had most influence on the success of strategic plans implementation. Results from table 4.18 indicated that, the most influential power base was informational power with a median of 4.02 followed by expert power with a median of 3.36. Other power bases were, legitimate power with median score of 3.22, rewarding power with median score of 3.08 and referent power with 3.01 median score.

The least influential power base was coercive power with a median score of 2.91. The findings are in line with what Bhargara (2003) and Judge and Robinson (2008) who observed that success factors are based on the type of power that leaders have in influencing the implementation of plans. Amukobole (2010) and Letting (2009) also noted that leadership base affects response to implementation direction. The findings

have established that various power bases exist in the NGOs and that the aspect affects implementation of strategic plans.

**Table 4.18: Power Base Influencing on Success of Strategy Implementation**

| Power Bases                  | Frequencies |    |    |    |    | Median |
|------------------------------|-------------|----|----|----|----|--------|
|                              | 5           | 4  | 3  | 2  | 1  |        |
| Legitimate (organizational)  | 24          | 30 | 47 | 12 | 22 | 3.22   |
| Reward (Organizational)      | 37          | 29 | 52 | 17 | 20 | 3.08   |
| Coercive (Organizational)    | 12          | 9  | 34 | 41 | 24 | 2.91   |
| Information (Organizational) | 39          | 26 | 17 | 12 | 14 | 4.02   |
| Referent (Personal)          | 28          | 35 | 19 | 16 | 11 | 3.01   |
| Expert (Personal)            | 14          | 52 | 29 | 20 | 9  | 3.36   |
| N=142                        |             |    |    |    |    |        |

#### **4.6.2.9 Management Features Influencing Individuals on Strategic Plans Implementation**

In this question, respondents were asked to indicate the extent to which strategic plans management influenced them in particular aspects on strategic plan implementation and the results of likert scale were tabulated in table 4.19. The findings indicated that 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 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. The findings were also in line with Mullins (2005), Letting (2009), Kidombo (2007) and Amukobole (2010) who found that management influences various aspects of an employee. The findings showed that management role has influence on the effective implementation of strategic plans.

**Table 4.19: Management Influence on Individual Aspects in Strategic Plan**

**Implementation**

| Feature of power                 | Frequencies |    |    |    |    | Median |
|----------------------------------|-------------|----|----|----|----|--------|
|                                  | 5           | 4  | 3  | 2  | 1  |        |
| Understanding/interpreting       | 23          | 15 | 34 | 19 | 12 | 3.21   |
| Understanding role/importance    | 32          | 27 | 16 | 30 | 20 | 2.14   |
| Capacity to participate          | 20          | 32 | 14 | 17 | 19 | 2.20   |
| Good inter-office relations      | 27          | 16 | 40 | 18 | 6  | 2.89   |
| Commitment/motivation/alignment  | 43          | 32 | 11 | 23 | 17 | 4.22   |
| Personal goals alignment         | 39          | 22 | 12 | 41 | 22 | 4.01   |
| Team work and Unity              | 22          | 17 | 37 | 23 | 21 | 3.61   |
| Continuous appraisal/realignment | 20          | 40 | 14 | 32 | 20 | 3.72   |
| N=142                            |             |    |    |    |    |        |

**4.6.2.10 Identifiable Gaps in Strategic Management**

The question sought to establish identifiable gaps and challenges in strategic management at NGOs. The results were calculated on a likert scale of 1-5 using the median. In this case however, the challenges and gaps are treated negatively meaning that 1 indicated least gaps and 5 represented more gaps and challenges. From table 4.20, the worst challenge from the respondents was unclear flow of authority with a median of score of 3.71 followed by lack of commitment with a median score of 3.14

and then lack of leadership skills and qualities with a median of 3.12. Another challenging gap was delegation of tasks and empowerment with a mean score of 3.08. On the positive side, the least challenging gap was job role description with a median score of 1.13 while a conducive atmosphere had a median of score of 2.04.

This implies that most organizations had correctly defined their jobs and that the working conditions were conducive. It is therefore possible to have effective strategic plans implementation building on the two aspects. These findings were in line with the studies carried out by other scholars including Robbins and Coulter (2003), Kelleher (2007), Aosa (1992), Letting (2009) and Dess *et al.* (2005) all who concluded that most organizations failed to implement their objectives due to lack of leadership skills, commitment and clear flow of directional authority.

**Table 4.20: Identifiable Gaps and Challenges in Strategic Management**

| Identifiable gap and challenge<br>gaga/challenge | Frequencies |    |    |    |    | Median |
|--|-------------|----|----|----|----|--------|
|  | 5           | 4  | 3  | 2  | 1  |        |
| Lack of management skills/qualities              | 22          | 34 | 42 | 17 | 8  | 3.12   |
| Unclear flow of authority                        | 12          | 42 | 15 | 30 | 5  | 3.71   |
| Job role description                             | 20          | 10 | 10 | 34 | 26 | 1.13   |
| Delegation of tasks/empowerment                  | 13          | 36 | 21 | 11 | 9  | 3.02   |
| Non-conductive environment                       | 21          | 37 | 14 | 42 | 10 | 2.04   |
| Lack of commitment                               | 34          | 20 | 19 | 10 | 17 | 3.14   |
| N=142  |             |    |    |    |    |        |

#### 4.6.2.11 Management Styles in Strategic Plans Implementation

This question sought to find out the management style which respondents thought was most effective in the implementation of strategic plans. From the responses in table 4.21, the most effective management was democratic chosen by with majority (68.3%) of respondents, followed by Laissez Faire chosen by 14.8% of respondents. Bureaucratic style was chosen as the most effective by 10.6% of respondents while authoritarian style was chosen by 3.5% of respondents. The least effective style according to the findings was neurocratic with 2.8% of respondents. According to Cole (2002), various management styles will suit particular moments. Letting (2009) added that people will be motivated and creative only under a particular type of management.

The findings have confirmed that various management styles are favoured by organizations for their effective implementation of strategic plans and they are in line with findings of scholars such as Curtins (1999), Mulube (2009), Letting (2009), Amukobole (2010) and Mintzberg (2004) who concluded that different management styles exist in organizations for effective implementation of strategic plans.

**Table 4.21: Effective Management Style in Strategic Plans Implementation**

|               | Frequency | Percentage | Valid percentage | Cumulative Percentage |
|---------------|-----------|------------|------------------|-----------------------|
| Authoritarian | 5         | 3.5        | 3.5              | 3.5                   |
| Democratic    | 97        | 68.3       | 68.3             | 71.8                  |
| Laissez Faire | 21        | 14.8       | 14.8             | 86.6                  |
| Bureaucratic  | 15        | 10.6       | 10.6             | 97.2                  |
| Neurocratic   | 4         | 2.8        | 2.8              | 100.0                 |
| Total         | 142       | 100.0      | 100.0            |                       |

#### 4.6.2.12 Achieving Interdependence of Strategic Activities

In this question, three interdependent activities of management were chosen to test how strategic management could enable them achievable. The aspects of management chosen were discussed by various scholars including Cater and Pucko (2010), Lufthans (1992), Ombima *et al.* (2010) and Aosa (1992) as being critical in strategy implementation. Results from table 4.22 indicated that, the aspect of nurturing a culture of excellence had a high positive median score of 4.31 indicating that was the most successful aspect of strategic management. This was followed by determination of direction with a median score of 4.12. The least successful aspect of management was building teams and structures with median score of 3.17. The findings were therefore in line with the conclusions of Kelleher (2007), Letting (2009), Kidombo (2007) and Melrose (2005) in which they attributed low implementation to lack of direction and conducive culture at organizations.

**Table 4.22: Success of Management Aspects through Strategic Management**

| Management aspect of leadership   | Frequencies |    |    |    |   | Median |
|---|-------------|----|----|----|---|--------|
|   | 5           | 4  | 3  | 2  | 1 |        |
| Determining a direction – creating a clear strategic vision for organization                                | 43          | 22 | 51 | 30 | 4 | 4.12   |
| Designing the organization – Building structures, teams, systems and processes to facilitate implementation | 30          | 20 | 11 | 34 | 2 | 3.17   |
| Nurturing a culture for excellence and ethical behaviour  | 63          | 40 | 21 | 14 | 7 | 4.31   |
| N=142   |             |    |    |    |   |        |

The findings in section 4.6.2 have demonstrated that management affect strategic plans implementation in very many ways including the styles of management, aspects of management, management levels and use of different talents as recommended by Dess *et al.* (2005).

### **4.6.3 Implementation of Strategic Plans and Communication**

Section 4.6.3 focused on the study objective that sought to establish whether communication affects implementation of strategic plans in NGOs. The main question of the study that was being answered was, “does communication affect the effective implementation of strategic plans in NGOs?” The responses are tabulated and analyzed using percentages and median.

#### **4.6.3.1 Flow of Communication in Organization**

In this question, respondents were asked to select the flow of communication used in organization. Results in table 4.23 indicate that majority (67%) chose top-down communication flow while 13% cited bottom-top communication. Additionally, 20% cited multi-directional communication flow. This indicates that top-down communication flow is the most prevalent in organizations as opposed to multidirectional communication flow which only had 20%. This is a concern for study objective since many scholars including Aosa (1992), Burnes (2004), Korten (1990), Mulube (2008) and Letting (2009) have concluded that lack of clear multi-directional flow of communication was a hindering factor in implementing strategic plans. The study findings imply that most NGOs could be having problems with their

implementation due to lack of multidirectional communication flow. Further inferences can be made from the findings in the next chapter.

**Table 4.23: Flow of Communication in Organization**

| Communication channel | Frequency | Percentage | Cumulative Percentage |
|-----------------------|-----------|------------|-----------------------|
| Top-Down              | 96        | 67         | 67                    |
| Bottom- Up            | 17        | 13         | 80                    |
| Multi-directional     | 29        | 20         | 100.0                 |
| Total                 | 142       | 100.0      |                       |

#### **4.6.3.2 Channels of Communication for Receiving Strategic Objectives**

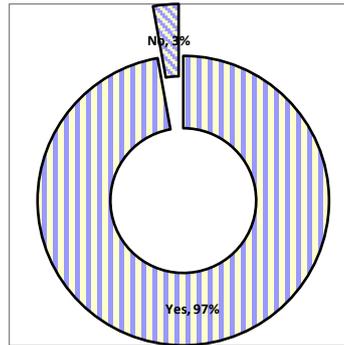
This question sought to find out the channels of communication applied in the target NGOs to indicate how disseminating and receiving of information on strategic objectives took place. From table 4.24, results indicated that a simple majority (48.6%) of the respondents cited meetings as the main channel of communication, 17.2% said they mainly used email, 16.5% used informal meetings while 7.0% said they used posters for communication. The findings indicate that meetings and emails form the main channel of communication with a cumulative percentage of sixty eight 65.8 which is a majority of the total respondents. The findings are in line with other scholars' findings including Kandie (2004), Robinson and Pearce (2004), Osoro (2009) and Kidombo (2007) all concluded that effective strategic plan implementation require clear channels of communication inculcated into the culture of the organization.

**Table 4.24: Channels of Communication in Use**

| Channel               | Frequency | Percentage | Valid Percent | Cumulative Percent |
|-----------------------|-----------|------------|---------------|--------------------|
| Meetings              | 69        | 48.6       | 48.6          | 48.6               |
| Emails                | 23        | 17.2       | 17.2          | 65.8               |
| Memos and newsletters | 16        | 11.3       | 11.3          | 77.1               |
| Posters               | 10        | 7.0        | 7.0           | 83.5               |
| Informal meetings     | 24        | 16.5       | 16.5          | 100.0              |
| Total                 | 142       | 100.0      | 100.0         |                    |

#### **4.6.2.3 Employee Knowledge of Strategic Objectives**

This question sought to establish whether employees were aware of the strategic implementation objectives of the organization. The results in figure 4.4 showed a large majority of 96.5% indicated that employees were knowledgeable while a minority 3.5% said they did not know the organization strategic objectives. This was a pointer that most employees at the target NGOs were aware of strategic objectives making the study valid since respondents were knowledgeable of the organization strategic objectives. Mulube (2009) and Amukobole (2010) both cited poor knowledge of organization objectives as a factor in implementation. Similarly Cole (2002), Korten (1990) and Mintzberg (2004) have shown that employees without knowledge of strategic objectives become a hindrance during implementation. The study findings are validly supporting the other scholars mentioned in this section and can be used to make further inferences in other chapters.



**Figure 4.4: Knowledge of Strategic Objectives**

#### **4.6.3.4 Responsibility for Communicating Strategic Objectives**

In this question, respondents were asked to identify the person responsible for communicating strategic implementation objectives. The persons were grouped in three management categories of strategic level, business level and operational level. From table 4.25 results showed that majority (62%) of the respondents received strategic objectives communication from top management, 26.5% received from middle management while only 12.5% said such communication comes from the operational level managers. These findings indicate that majority of the NGOs communicate strategic objectives information through top or strategic managers. The study findings are in conformity with scholars who have linked communication to strategy including, Cole (2002), Lamb and McKee (2004), Osoro (2009) and Waweru (2008). The scholars have recommended that communication of strategic objectives need to come from very authoritative sources in leadership positions. The study findings are therefore fit for use in other chapters and similar studies in future.

**Table 4.25: Responsibility for Delivering Strategic Plan Communication**

| Management             | Frequency | Percentage | Cumulative Percentage |
|------------------------|-----------|------------|-----------------------|
| Top management         | 88        | 62.0       | 62.0                  |
| Middle management      | 33        | 26.5       | 88.5                  |
| Operational management | 12        | 12.5       | 100.0                 |
| Total                  | 142       | 100.0      |                       |

#### **4.6.3.5 Communication effectively addressing Implementation Features**

This question sought to show the extent to which communication was effective on specific implementation features. The results were tabulated and analyzed using the median. From table 4.26, most respondents thought understanding and interpreting strategic plan was the most affected feature of communication. This feature had the highest median at 4.26. Good office interpersonal relationships feature had a median of 3.13 from the respondents. Other aspects with positive median included understanding the role and importance of strategic objectives with a median of 3.12, commitment, morale and engagement with a median of 3.06, trust in management with median of 3.04 and improved participation capacity with a median of 3.01.

These were above the threshold of positive median at 3.00 recommended by statistical scholars (Kothari, 2004; Nachmias & Nachmias, 2006; Newman, 2000). However the aspects of personal goals alignment and improved decision making received low median scores of 2.74 and 2.07 respectively. The majority positive median scores indicate that communication indeed affects many aspects of strategic implementation and is in line with other scholars including Barnes (2004), Curtins (1999), Awino (2007) and Kidombo (2007) who concluded that that effective communication improves understanding and interpretation of strategic objectives through many

aspects like decision making, interpersonal relationships, morale, commitment and participatory capacity. The findings are therefore fit to be used in further inferences.

**Table 4.26: Extent to Which Particular Aspects are affected by Communication**

| Aspect of implementation          | Frequencies |    |    |    |    | Median |
|-----------------------------------|-------------|----|----|----|----|--------|
|                                   | 5           | 4  | 3  | 2  | 1  |        |
| Understanding/interpretation      | 45          | 67 | 30 | 11 | 9  | 4.26   |
| Understanding role/importance     | 23          | 5  | 35 | 20 | 11 | 3.12   |
| Improved participation capacity   | 18          | 36 | 19 | 34 | 8  | 3.01   |
| Good office interpersonal touch   | 24          | 32 | 17 | 25 | 10 | 3.13   |
| Commitment, morale and engagement | 31          | 45 | 32 | 11 | 7  | 3.06   |
| Alignment of personal goals       | 12          | 26 | 45 | 23 | 19 | 2.74   |
| Improved decision making          | 27          | 22 | 34 | 11 | 5  | 2.07   |
| Trust in management               | 29          | 31 | 14 | 23 | 17 | 3.04   |
| N=142                             |             |    |    |    |    |        |

#### 4.6.3.6 Identifiable Gaps and Challenges in Communication

This question sought to find the identifiable gaps and challenges in communication. The responses were tabulated and analyzed using median. However challenges and gaps were representing negative aspects and the likert ranking in this case was reversed such that a median score of 1 represented no gap or challenge while 5 represented a large extent of that gap or challenge. From the results in table 4.27, the highest median was 4.28 indicating the widest gap or most pressing challenge for target NGOs was poor communication from management. Another pressing challenge in communication was limited advancement at median of 4.21 while the aspect of too many rules and policies was also a major challenge with median of 3.21.

From the scores, the features that were not major challenges had a median below 3.0 and they included lack of training with a median of 2.04 and unclear company strategy with a median of 1.74. This indicates that there were clear company strategies with good training while the other aspects need to be fully reexamined by NGOs for effective implementation of strategies. Osoro (2009) and Aosa (1992) cited poor communication from management and unclear policies as hindrances in implementing strategic objectives. Similarly, Robins and Coulter (2003), Wambui (2006) and Amulyoto (2004) indicated that organizations needed to face and eliminate communication challenges for effective implementation of strategies. This study identified some of the challenges and the findings can be used to support other inferences in the next chapter and for further studies by other scholars.

**Table 4.27: Communication Gaps and Challenges**

| Gap or challenge                   | Frequencies |    |    |    |    | Median |
|------------------------------------|-------------|----|----|----|----|--------|
|                                    | 5           | 4  | 3  | 2  | 1  |        |
| Poor communication from management | 61          | 20 | 27 | 19 | 3  | 4.28   |
| Too many rules and policies        | 32          | 11 | 45 | 12 | 27 | 3.21   |
| Limited advancement                | 56          | 34 | 14 | 23 | 12 | 4.21   |
| Feeling un-valued                  | 12          | 34 | 22 | 17 | 4  | 3.04   |
| Lack of training and development   | 25          | 19 | 27 | 31 | 36 | 2.10   |
| Unclear company strategy           | 23          | 19 | 14 | 32 | 26 | 1.74   |
| Other gaps                         | 23          | 42 | 30 | 37 | 28 | 1.23   |
| N=142                              |             |    |    |    |    |        |

#### **4.6.3.7 Measures to Improve Communication of Strategic Objectives**

This question sought to get the opinion of respondents on what needs to be done to improve communications on strategic objectives and fill the gaps and challenges encountered. The results are tabulated in table 4.28 and analyzed using percentages.

The commonest suggestion from 30.3% of respondents was that more meetings and reviews by staff should be hosted. Adaptable learning and training equipment was suggested by 29.6% of respondents reflecting what Mulube (2009), Letting (2009) and Barnes (2004) recommended for improved implementation of objectives. However respondents seem to suggest that they had no problem with bureaucracies and devolution as this was chosen by 10.6% of respondents while communications gap and challenge was cited by 8.5% of the respondents. In accordance with other scholars including Aosa (1992), Awino (2007), Dess *et al.* (2005), Kinyanjui (1985) and Lamb and McKee (2004), the findings indicate that there was need to have improved communication aspects. Some of identified improvements include more meetings, training and adaptable learning equipment, teamwork approach to implementation and less bureaucracy with more devolved governance. These findings were found to be fit for further inferences.

**Table 4.28: Improvement Measures on Communication of Strategic Objectives**

| Improvement aspect                                   | Frequency | Percentage | Cumulative Percentage |
|--|-----------|------------|-----------------------|
| Staff teamwork involvement                           | 20        | 14.1       | 14.1                  |
| Adaptable training and learning equipment,           | 42        | 29.6       | 43.7                  |
| Less bureaucracies and more devolution               | 15        | 10.6       | 54.2                  |
| More staff meetings and reviews                      | 43        | 30.3       | 84.5                  |
| Use focus groups to improve staff responsibilities   | 12        | 8.5        | 93.0                  |
| Develop clear channels of communication and policies | 10        | 7.0        | 100.0                 |
| Total  | 142       | 100.0      |                       |

#### **4.6.4 Implementation of Strategic Plans and Organization Culture**

This sector focused on the study objective which sought to determine whether organizational culture affects implementation of strategic plans in NGOs in Kenya. The specific study question that corresponded to this objective was, “does organizational culture affect the implementation of strategic plans in NGOs?”

##### **4.6.4.1 Culture and Implementation of Strategic Plans**

This question sought to find out what kind of culture best described the working conditions in the target NGO in relation to implementation strategic plans. There were four choices for the perceived conditions including conducive, not conducive, effective and non-effective. From table 4.29, the most common positive condition was “conductive” with a median of 4.51 while “effective” condition was the next most prevalent with median of 3.22. This indicates that most NGOs have a conducive and effective culture. However, the conditions, “not-effective” with a median of 2.67 and “Not conducive” with a median of 1.26 indicate that NGOs need to increase the

impact on effective implementation of strategic plans. The conducive condition favours strategy implementation but the low score for effective condition means that implementation cannot be well achieved. This study demonstrates what scholars like Drucker (1985), Aosa (1992) and Letting (2009) concluded by observing that culture requires a conducive and effective environment that is supportive of the employees involvement in implementation. Waweru (2008), Amulyoto (2004), Johnson and Scholes (1999) and Amabile *et al.* (1996) also demonstrated the need to have a conducive environment for a successful implementation of plans. The study corresponds well with what the scholars mentioned and is therefore fit for further inferences on strategic implementations.

**Table 4.29: Common Culture in relation to Implementation of Strategic Plans**

| Prevalent culture | Frequencies |    |    |    |    | Median |
|-------------------|-------------|----|----|----|----|--------|
|                   | 5           | 4  | 3  | 2  | 1  |        |
| Conducive         | 72          | 21 | 34 | 12 | 9  | 4.51   |
| Not conducive     | 3           | 12 | 41 | 27 | 51 | 1.26   |
| Effective         | 45          | 24 | 29 | 11 | 6  | 3.22   |
| Not effective     | 39          | 17 | 42 | 21 | 18 | 2.67   |
| N=142             |             |    |    |    |    |        |

#### **4.6.4.2 Effective versus Non-Effective Culture**

Following the response on the conditions of organization culture tabulated in table 4.29, this question sought to establish possible reasons as to why they thought the culture conditions in organization were either effective or not effective. However, respondents did not indicate whether the reasons given existed or did not exist in the

NGO leading the study to use the term “existence” or non-existence in the analysis of that condition. The results were tabulated in table 4.30 and analyzed using Percentages. Results indicated that, existence or non-existence of shared policies and work procedures was the most prevalent reason indicated by 31.7% of respondents. This was followed at 19.7% by existence or non-existence of rewards as a motivating factor. Religious background was another reason selected by 17.6% of respondents. Existence or non-existence of leadership communication had 14.1% of the respondents and the least score was 4.2% for community participation. The findings indicated that strategic implementation could be hindered since non-conducive and non-effective conditions do exist in the target NGOs. This was in conformity with findings of Aosa (1992), Arasa (2008) and Awino (2007) that some conditions of culture hindered implementation of strategic plans. Letting (2009) cited poor leadership and ineffective culture as non-conducive environments, while Chen (2007), Amabile *et al.* (1996), Sackman (2003) and Mulube (2009) concluded that poor motivation, lack of rewards and poor or no shared policies were the leading causes of ineffective and non-conducive environments in a culture. These study findings this identified with the scholars’ observations by listing some of the reasons in table 4.30, and further inferences could be made from the findings.

**Table 4.30: Reasons for Effective or Non-Effective Culture Conditions**

| Suggested Reason  | Frequency | Percentage | Cumulative Percentage |
|---|-----------|------------|-----------------------|
| Existence or non-existence of appropriate change environment      | 18        | 12.7       | 12.7                  |
| Existence or non-existence of shared policies and work procedures | 45        | 31.7       | 44.4                  |
| Religious background  | 25        | 17.6       | 62.0                  |
| Existence or non-existence of rewards for motivation              | 28        | 19.7       | 81.7                  |
| Existence or non-existence of good communication and leadership   | 20        | 14.1       | 95.8                  |
| Community participation or non-participation                      | 6         | 4.2        | 100.0                 |
| Total   | 142       | 100.0      |                       |

#### 4.6.4.3 Culture and Achievement of Strategic Objectives

This 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 results from table 4.31 indicate that 40.1% of respondents thought involvement of stakeholders in implementation is a show of supportive culture, while 19.7% thought supporting communities and using multicultural working teams is a show of cultural support for implementation of strategic plans. Another reason given was presence of a defined culture which was cited by 16.2% of respondents. However only 13.4% thought rewarding of employee creativity was a supportive culture for implementation while the least supportive culture was training and professionalism which was only cited by 4.2% of respondents. 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 4.31: Why Culture Supports Implementation of Strategic Plans**

| Suggested reason   | Frequency | Percentage | Cumulative Percentage |
|--|-----------|------------|-----------------------|
| Supporting communities and a multicultural work teams    | 28        | 19.7       | 19.7                  |
| Involvement of stake holders and staff                   | 57        | 40.1       | 59.9                  |
| A defined culture for support of implementation          | 23        | 16.2       | 76.1                  |
| Good communication for sharing values and set objectives | 19        | 13.4       | 89.4                  |
| Rewarding by management for creativity                   | 9         | 6.3        | 95.8                  |
| Regular training and recognition of professionalism      | 6         | 4.2        | 100.0                 |
| Total  | 142       | 100.0      |                       |

#### **4.6.4.4 Culture Not Supporting Achievement of Strategic Objectives**

In this question, the research sought the opinion of respondents on the reasons why their organization 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 4.32 and analyzed using percentages and prose. 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 of culture not supporting strategic implementation include poor rewarding according to workload 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.

These findings are in line with other scholars who have cited poor rewarding, lack of recognition, gender in considerations and religious discriminations as major reasons why culture conditions are not supportive of effective implementation. The scholars include Letting (2009), Farson and Keyes (2002) and Kandie (2004). Other scholars including Stenberg, Kaufman and Pretz (2003), Mumford and Licuanan (2004) and Wambui (2006) had 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 and further references can be made from these findings.

**Table 4.32: Reasons Why Culture Does Not Support Implementation**

| Suggested reasons aspect                                     | Frequency | Percentage | Cumulative Percentage |
|--|-----------|------------|-----------------------|
| Rewarding and workload proportions                           | 21        | 14.8       | 14.8                  |
| Poor political leadership and poor staff attitude            | 47        | 33.1       | 47.9                  |
| Group or team work environment not provided                  | 20        | 14.1       | 62.0                  |
| Improving communication, information flow and training       | 27        | 19.0       | 81.0                  |
| Cross-cultural, religious, regional or gender considerations | 23        | 16.2       | 97.2                  |
| Lack of fairness in work allocation                          | 4         | 2.8        | 100.0                 |
| Total  | 142       | 100.0      |                       |

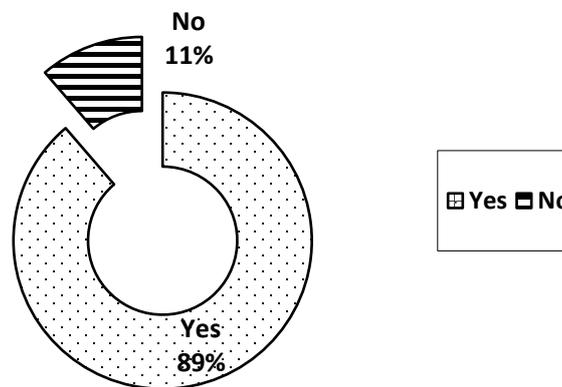
#### **4.6.5 Implementation of Strategic Plans and Stakeholders**

Section 4.6.5 focused on the objective that sought to explore whether stakeholders influence the effective implementation of strategic plans at NGOs. The main study question was, “do stakeholders influence the implementation of strategic plans in NGOs in Kenya?” Several supporting questions were used to make final results. Findings were tabulated and analyzed using percentages as shown in various tables.

##### **4.6.5.1 Roles of Stakeholders in Implementation of Strategic Plans**

The question was intended to ascertain that stakeholders give some form of support towards the implementation of the strategic plans for the target organizations. The results presented in figure 4.5, showed that majority (89%) of the respondents felt that stakeholders did support the implementation of strategic plans while only 11% felt that stakeholders did not really support implementation of strategic plans. As earlier

stated by Porter (1986) and supported by Johnson, Scholes and Whittington. (2008), stakeholder activism cannot be neglected in strategy implementation. This is also augmented by Kidombo (2007), Aosa (1992) and Wambui (2006) who have observed that stakeholders will seek to influence the organization’s purposes and strategies. In this regard, the field findings have clearly identified with scholars’ observations to a high degree showing that in deed stakeholders play an important role in implementation of strategies. Further conclusions are therefore valid using the findings.



**Figure 4.5: Stakeholders’ Support for Strategic Plan Implementation**

#### **4.6.5.2 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. The results are tabulated and analyzed using percentages. From table 4.33, 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 was cited by 12.7% of respondents. Other roles cited by respondents include, the role of supervision at all levels by 11.3% of respondents and the provision of

feedback mechanism for improvement which was cited by 10.6% of the respondents. The findings indicate that indeed stakeholders have several roles to play on aspects that affect implementation of strategies. Cummings and Doha (2000) noted that 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 were against those of the organization. Other scholars who identified stakeholder role include Johnson and Scholes (1999), Pearce and Robinson (2004), Kobia (1985) and Mulube (2009). These field findings are therefore in support of the scholars' findings and hence it is right to use the findings for further inferences.

**Table 4.33: Role of Stakeholders in Achieving Strategic Objectives**

| Suggested role   | Frequency | Percentage | Cumulative Percentage |
|--|-----------|------------|-----------------------|
| Providing resources like funds, technical expertise and labour | 55        | 38.7       | 38.7                  |
| Design, implement and monitor strategic plans                  | 18        | 12.7       | 51.4                  |
| Provide a feedback mechanism for improvements                  | 15        | 10.6       | 62.0                  |
| Guidance, assistance and counseling services                   | 22        | 15.5       | 77.5                  |
| Provide supervision and support at all levels                  | 16        | 11.3       | 88.7                  |
| Give policy direction  | 16        | 11.3       | 100.0                 |
| Total  | 142       | 100.0      |                       |

#### **4.6.5.3 Stakeholder Support or Lack of Support for Strategic Plans**

This question sought to find out the reasons behind support or lack of support by stakeholders in implementation of strategic plans. The results were tabulated and analyzed using percentages. The main reason given was support or lack of support of

projects for the community people which had 34.5% followed by provision or non-provision of education and training at 25.4%. Other reasons given were advocacy and promotion of strategic plans at 22.5% and the least cited reason was provision or non-provision of resources with 17.6% of respondents. According to Johnson *et al.* (2008), stakeholders can show both negative and positive support depending on whether they were internal or external stakeholders. Other scholars to note clear support or lack of support by stakeholders include Amukobole (2010), Mulube (2009) and Aosa (1992). Although this study did not categorise 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. Further inferences can be made from these studies.

**Table 4.34: Reasons for Support or Non-Support of Strategic Plans**

| Suggested reason  | Frequency | Percentage | Cumulative Percentage |
|---|-----------|------------|-----------------------|
| Provision or non-provision advocacy and promotion       | 32        | 22.5       | 22.5                  |
| Provision or non-provision of resources                 | 25        | 17.6       | 40.1                  |
| Support or non-support of projects for community people | 49        | 34.5       | 76.6                  |
| Provision or non-provision of education and training    | 36        | 25.4       | 100.0                 |
| Total   | 142       | 100.0      |                       |

#### **4.6.5.4 Challenges with Stakeholders during Implementation of Strategic Plans**

The question sought the observations of respondents on the challenges encountered while dealing with stakeholders in implementing strategic plans and results are tabulated and analyzed using percentages. From table 4.35, 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. The reasons are in line with what some authors including Arasa (2008), Kidombo (2007) and Pearce and Robinson (2004) have indicated as the main areas of concern for stakeholders involved in strategy implementation. In particular, Johnson et al.(2008), Korten (1990), Awino(2007), Wambui (2006) and Amulyoto (2004) 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 4.35: Challenges Experienced with Stakeholders in Strategy**

**Implementation**

| Challenges   | Frequency | Percentage | Cumulative Percentage |
|--|-----------|------------|-----------------------|
| Failure to own or commit to projects as promised           | 18        | 12.7       | 12.7                  |
| Inadequate consultations and resources                     | 31        | 21.8       | 34.5                  |
| Conflicting ideas or interests and interference            | 33        | 23.2       | 57.7                  |
| Delayed responses and late funds transfer                  | 32        | 22.5       | 80.3                  |
| Lack of technical skills and training by some stakeholders | 14        | 9.9        | 90.1                  |
| Unresponsive to culture of people                          | 5         | 3.5        | 93.7                  |
| Political influence  | 9         | 6.3        | 100.0                 |
| Total  | 142       | 100.0      |                       |

**4.6.6 Implementation of Strategic Plans and Organizational Resources**

Section 4.6.6 focused on the study objective which sought to establish whether organizational resources affect the effective implementation of strategic plans in NGOs in Kenya. The main question of the study was, “do organizational resources influence the implementation of strategic plans in NGOs in Kenya?” Several questions were used to explain the main question and analyzed. The results were tabulated and analysis done using percentages.

**4.6.6.1 Unique Organizational Resources in Operational Sector**

The question sought to identify resource(s) in the organization which were thought to be unique or set the NGO apart from the competition or other players in the NGO sector or operations in general. The study assumed that respondents were knowledgeable of the resources in comparative NGOs. Result in table 4.36 indicated

that, the unique resource mostly cited was skilled and dedicated staff by 31% of respondents. Ownership of excellent equipment was cited by 29.6% of respondents while 13.4% cited a large membership or wide network as the unique resource. Other unique resources cited include good financial support with 10.6% of respondents, community and stakeholder support with 4.9% and good management or leadership cited by 4.2% of respondents. Finally a rare resource cited by 2.1% of respondents was fundraising and resource identification skills. These findings prove that NGOs have different unique resources that could improve or diminish their chances of effective strategy implementation. The findings support what scholars like Amulyoto (2004), Pearce and Robinson (2009), Kidombo (2007) and Letting (2009) have concluded when they found 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 4.36: Organizational Resources Unique to an Organization**

| Suggested resource                | Frequency | Percentages | Cumulative Percentage |
|-----------------------------------|-----------|-------------|-----------------------|
| Skilled and dedicated staff       | 44        | 31.0        | 31.0                  |
| Excellent resources and equipment | 42        | 29.6        | 60.6                  |
| Communications tools              | 6         | 4.2         | 64.8                  |
| Fund raising skills and sources   | 3         | 2.1         | 66.9                  |
| Large membership and network      | 19        | 13.4        | 80.3                  |
| Good financial support and base   | 15        | 10.6        | 90.8                  |
| Community and stakeholder support | 7         | 4.9         | 95.8                  |
| Good management and leadership    | 6         | 4.2         | 100.0                 |
| Total                             | 142       | 100.0       |                       |

#### **4.6.6.2 Resources in Achieving Particular Goals in Organization**

In this question, the research sought to find the extent to which organization's resources helped in achieving 5 general goals of an organization that improve implementation of strategic plans. The responses were tabulated in table 4.37 and analyzed using median on a likert scale ranging from 1-5. The likert scale was earlier defined in table 4.15 where 5 represented a very large extent and 1 represented no extent at all (Likert, 1932). From table 4.37, 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 followed by the goal of power in the environment of operation with 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. This study is in line with the findings of Menzel *et al.* (2008) and Mulube (2009) who have indicated that differences in implementation of strategic plans are due to unique resources possessed by organizations and that those unique resources can improve or reduce the effect of particular goals in the organization if well utilized or underutilized respectively. Other scholars including, Scott (2003), Osoro (2009), Kandie (2004) and Boyd (1990) have clearly cited unique resources as being key to effective strategy implementation. Further inferences can therefore be made from these findings in later chapters and studies.

**Table 4.37: Extent to Which Resources Help Achieve Organizational Goals**

| Aspect                             | Frequencies |    |    |    |    | Median |
|------------------------------------|-------------|----|----|----|----|--------|
|                                    | 5           | 4  | 3  | 2  | 1  |        |
| Competitive edge                   | 30          | 43 | 40 | 21 | 11 | 4.20   |
| Power in environment               | 23          | 31 | 58 | 36 | 9  | 3.41   |
| Value creation and efficiency      | 20          | 11 | 31 | 65 | 26 | 2.76   |
| Trust, security and workers morale | 51          | 35 | 22 | 17 | 20 | 4.41   |
| Sustainability of the organization | 62          | 30 | 24 | 19 | 13 | 4.78   |
| N=142                              |             |    |    |    |    |        |

#### **4.7 General Comments on Effective Implementation of Strategic Plans in NGOs**

This was the final question in which the research sought to get the views of respondents on what they thought was of positive or negative effect on the implementation of strategic plans in NGOs in Kenya. The tabulated results were analyzed using percentages and prose form. From table 4.38, the most common comment from 13.4% of respondents was that management and clear communication were key to implementation of strategic plans. This was in clear support of what other scholars recommended including Letting (2009), Amukobole (2010) and Kidombo (2007). Another comment by 12.7% of the respondents was that there was need for cooperation amongst the NGOs to avoid duplication of efforts in a sector or area of operation. This means that conflict of plans and interests could be hindering the successful implementation in the field. Government support of NGOs received 12% the same as efforts to avoid too much reliance on donor funds. Other respondents cited the need for quality standards and benchmarking at 9.2%, need to involve community in decision making at 8.5% and the fact that NGOs should try to be self

sustaining which received 7.7% support from respondents. However the least mentioned feature in implementation of strategic plans was training and capacity building which was voiced by only 6.3%.

Most of the features mentioned by respondents had also been cited by scholars like Amukobole (2010), Senior and Flemming (2006), Kelleher (2007), Kandie (2004), Burbank (1994) and Aosa (1992). The authors separately mention that many factors affect the implementation of strategic plans and it requires dynamism to handle such plans.

**Table 4.38: General Observations on Strategy Implementation in NGOs**

| Observations                                      | Frequency | Percentage | Cumulative Percentage |
|---|-----------|------------|-----------------------|
| Inter-organizational cooperation                  | 18        | 12.7       | 12.7                  |
| Stakeholders and total ownership of projects      | 16        | 11.3       | 23.9                  |
| Too much reliance on donor funds                  | 17        | 12.0       | 35.9                  |
| Need for benchmarking and quality standards       | 13        | 9.2        | 45.1                  |
| Stake holders and government policy               | 10        | 7.0        | 52.1                  |
| Involvement by local community in decision making | 12        | 8.5        | 60.6                  |
| Focus on self-sustenance                          | 11        | 7.7        | 68.3                  |
| Strong government support                         | 17        | 12.0       | 80.3                  |
| Good leadership and clear communication           | 19        | 13.4       | 93.7                  |
| Training and capacity building very necessary     | 9         | 6.3        | 100.0                 |
| Total   | 142       | 100.0      |                       |

## **4.8 Statistical Tests of Significance for Study Variables**

This section specifically tested the relationships between the independent variables of the study and compares them to the dependent variable that is the effective implementation of strategic plans. To establish the existence of a relationship, regression analysis was used with a beta coefficient ( $\beta$ ) value where  $-1 < \beta < +1$ . Once a relationship was established, correlation analysis was used to test the strength of the relationship using R coefficient and  $R^2$  used to interpret the result. The higher the value of  $R^2$ , the stronger the relationship between those variables.

### **4.8.1 Management and Effective Implementation of Strategic Plans**

Tests were done to explore the relationship between management and effective implementation of strategic plans. This was done by exploring the relationship with two indicators of management.

#### **4.8.1.1 Significance of involvement of board of directors and implementation of strategic plans**

The question of significance of board of directors in management was statistically analysed with effective implementation of strategic plans to establish the relationship between management and implementation of strategic plans. This question in the questionnaire was based on a five likert scale.

A scatter plot of significance of board of directors versus effective implementation of strategic plans was done as in figure 4.6. As shown in the figure, all the plots are on the first quadrante and the line of best fit shows an estimate line that is positively

increasing. These findings imply that there is a positive linear relationship between significance of board of directors and implementation of strategic plans.



**Figure 4.6: Significance of Board of Directors**

Further to the graphical presentation, a regression analysis was done to determine with significance the relationship between significance of board of directors in management and effective implementation of strategic plans.

The results of analysis of variance (ANOVA) for regression coefficients are shown in table 4.39. The results indicate the significance of the F statistic is 0.033 which is less

than 0.05. This implies that there is a significant relationship between effective strategic plans implementation and board of directors.

**Table 4.39 ANOVA for Board of Directors**

|            | Sum of Squares | Df  | Mean Square | F     | Sig.    |
|------------|----------------|-----|-------------|-------|---------|
| Regression | 1139.465       | 1   | 1139.465    | 4.648 | .033(a) |
| Residual   | 28191.180      | 115 | 245.141     |       |         |
| Total      | 29330.645(b)   | 116 |             |       |         |

The test on the beta coefficients in table 4.40 shows that the significant relationship is positive between implementation of strategic plans and significance of board of directors. The coefficient of significance of board of directors 4.116 is significantly greater than zero since the significance of the t statistic 0.033 is less than 0.05. This implies that the high significance of the board of directors in implementation actually has a positive effect on effective implementation of strategic plans. The findings are in line with previous studies that observed that involvement of top level managers and directors in implementation organizational plans improves the organizational activities. Taylor (1995) recommends that strategic leaders manage radical change to achieve dramatic improvement in organizational activities. According to Curtin (1999), strategic leadership involves encouraging employees to perform better by communicating the values of stretched targets providing a scope for individual and team contributions.

This study goes ahead to assess the effect of involvement of board of directors in leadership on effective implementation of strategic plans. The findings of this study corroborate observations by earlier scholars that involvement of board of directors is vital in effective implementation of strategic plans.

**Table 4.40 Coefficients of Significance Board of Directors**

|                                    | Coefficients |            | T      | Sig.       |
|------------------------------------|--------------|------------|--------|------------|
|                                    | B            | Std. Error | B      | Std. Error |
| Significance of Board of Directors | 4.116        | 1.909      | 2.156  | .033       |
| (Constant)                         | 46.957       | 3.938      | 11.924 | .000       |

#### **4.8.1.2 Involvement of Managers and Effective Implementation of Strategic Plans**

The involvement of managers in the implementation process was also assessed to look at the influence that management has on implementation of strategic plans. The significance of involvement of managers was cross-examined statistically with implementation of strategic plans. Managers are people who work through other people to coordinate their activities in order to accomplish the organizational goals (Robbins & Coulter, 2003).

A scatter plot of the relationship was plotted as in figure 4.7. According to the graph, all the plots are in the first quadrante and the line of best fit is positively increasing. This implies that there is a positive linear relationship between functional and business managers and effective implementation of strategic plans.



**Figure 4.7: Significance of Managers**

Further a regression analysis was undertaken to demonstrate this relationship. The regression analysis confirmed that the higher the involvement of managers, the more effective the implementation of strategic plans.

According to the Analysis of variance in table 4.41, the significance of the F statistic is 0.034 which is less than 0.05. We reject the question as to whether the regressor is equal to zero and accept the alternative that it is not equal to zero. This implies that

functional or business directors have a positive influence on effective implementation of strategic plans.

**Table 4.41: ANOVA for Effective Implementation of Plans**

|            | Sum of Squares | Df  | Mean Square | F     | Sig. |
|------------|----------------|-----|-------------|-------|------|
| Regression | 1151.499       | 1   | 1151.499    | 4.617 | .034 |
| Residual   | 28683.994      | 115 | 249.426     |       |      |
| Total      | 29835.493      | 116 |             |       |      |

Further a test on the beta coefficients in table 4.42 shows a positive relationship between implementation of strategic plans and involvement of functional and business managers. The regression coefficient is 3.836. This is significantly greater than zero because the t statistic of 0.034 which is less than 0.05. This implies that involvement of functional and business managers has a positive effect on implementation of strategic plans. These findings are in line with past studies which show that involvement of managers help achieve better and effective implementation of organizational activities.

Taylor (1995), observed that strong and decisive leadership is needed to drive the course of translating the strategic plans into implementable activities with measureable results in order to have all workers attaining the necessary understanding of the company vision and goals, provide commitment and actively get involved in the process. He contends that strategic leaders manage radical change to achieve dramatic improvements in organizational activities. Such leaders communicate

internally and externally with an open management style, trying to build a new culture in which employees can feel involved. Awino (2007), argues that, any corporate agenda will be a successful initiative if the analysis and commitment have come from the corporate office headed by the Chief Executive Officer (CEO) and team members who have the holistic view of the firm and its environment.

Accordingly, it is the CEO and the management team who will shape and have the ultimate responsibility for achieving the strategic ambition of the corporation. He postulates that 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 is in line with the study's findings that the significance of involvement of managers positively influences implementation of strategic plans. Guth and McMillan (1986), also had a similar observation that involvement of middle level manager's enhanced success in implementing strategy noting that managerial involvement was essential for organizations to achieve the planned implementation. Earlier in the study the study observed that 74% of managers understand strategic plans. It is through involvement in the implementation process that this knowledge can be effectively utilized by the other employees to enable effective implementation as planned.

**Table 4.42: Coefficients for Test on Managers**

|   | Coefficients |            | T      | Sig.       |
|---|--------------|------------|--------|------------|
|   | B            | Std. Error | B      | Std. Error |
| Significance of functional or business managers | 3.836        | 1.785      | 2.149  | .034       |
| (Constant)                                      | 46.873       | 3.960      | 11.837 | .000       |

#### **4.8.2 Communication and Implementation of Strategic Plans**

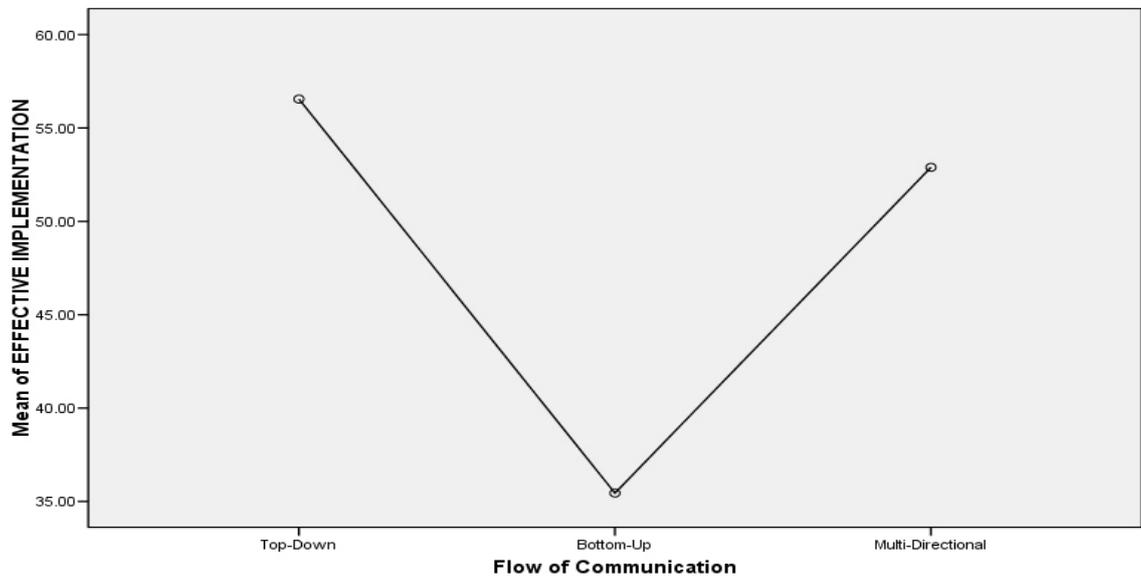
The effect of communication on implementation of strategic plans was explored using two indicators of communication: the type of communication flow and clarity of communication of objectives.

##### **4.8.2.1 Communication Flow and Effective Implementation of Strategic Plans**

A bivariate analysis was done to assess the influence that flow of communication has on effective implementation of strategic plans. In Section 4.7, the study observed that three channels of communication were used in NGOs: top- down, bottom-up and multidirectional. However, top down communication is more widely used compared to the other two.

A graphical presentation of the means of effective implementation of strategic plans between the different types of communication flow was made in Figure 4.8. The graph shows high means for implementation of strategic plans of about 57 and 53 for top down and multidirectional types of communication flow respectively and a low value of 35 for the bottom up communication. This implies that of top down and

multidirectional communication yield higher values of effective implementation of strategic plans compared to bottom up communication.



**Figure 4.8: Effective communication flow and effective implementation of strategic plans**

An analysis of variance was carried out to statistically determine if the means are significantly different between these three groups as shown in the graph. According to table 4.43, the P-value of the F statistic is 0.023 which is less than 0.05. This implies that we reject the question as to whether there is no significant difference in the mean of effective implementation of strategic plans between groups of flow of communication. We thus accept the alternative question that at least one mean of implementation of strategic plans between groups of flow of communication is different from the others across the groups. This shows that the channel of communication in an organization influences implementation of strategic plans.

**Table 4.43 ANOVA for Difference of Means for Effective Implementation**

|                | Sum of Squares | Df  | Mean Square | F     | Sig. |
|----------------|----------------|-----|-------------|-------|------|
| Between Groups | 2176.189       | 2   | 1088.095    | 3.886 | .023 |
| Within Groups  | 33604.609      | 120 | 280.038     |       |      |
| Total          | 35780.799      | 122 |             |       |      |

#### **4.8.2.1.1 Multiple Comparisons**

Further to the analysis of variance, a multiple comparison test was done. This test was to determine which of the means were significantly different from the others. The test on the mean difference of effective implementation of strategic plans between the groups of flow of communication in table 4.44 shows that the mean of effective implementation of strategic plans in the bottom up group is significantly different from the mean of effective implementation of strategic plans within the other types of communication flow. There is a significant mean difference of 21.10 in effective implementation of plans between the groups of top down and bottom up types of communication flow.

The P-value of this mean difference is 0.008 which is less than 0.05 implying that the mean difference is significant. The mean difference between multidirectional and bottom up is 17.45 which is also significant with a P-value of 0.027 which is less than 0.05. There is no significant mean difference of effective implementation of strategic plans between top down and multidirectional types of communication flow

since the P-value is 0.238 which is greater than 0.05 implying that there is no significant difference between the means of these two groups.

These findings demonstrate that top-down and multidirectional channels of communication are more effective in implementation of strategic plans. Previous studies reveal that multidirectional communication is vital in an organization. Robinson and Pearce (2010) observed that to avoid miscommunication that occurs between the point of start and where it is received, it is vital that managers enforce a strong culture that embraces communication from all corners that would enable them understand people's beliefs, attitudes, behavior, demands and arguments in order to communicate effectively the message of strategic plan implementation.

According to Lamb and McKee (2004), communication helps employees to understand the company's overall business strategy, and how they contribute to achieving key business objectives. It also helps in sharing information with employees on both how the company is doing and how an employee's own division is doing, relative to strategic business objectives. The findings of this study are therefore in line with these past studies since it shows that the use of both top-down and multidirectional communication channels would positively influence effective implementation of strategic plans.

**Table 4.44: Multiple Comparison of Mean Difference across Communication****Flow**

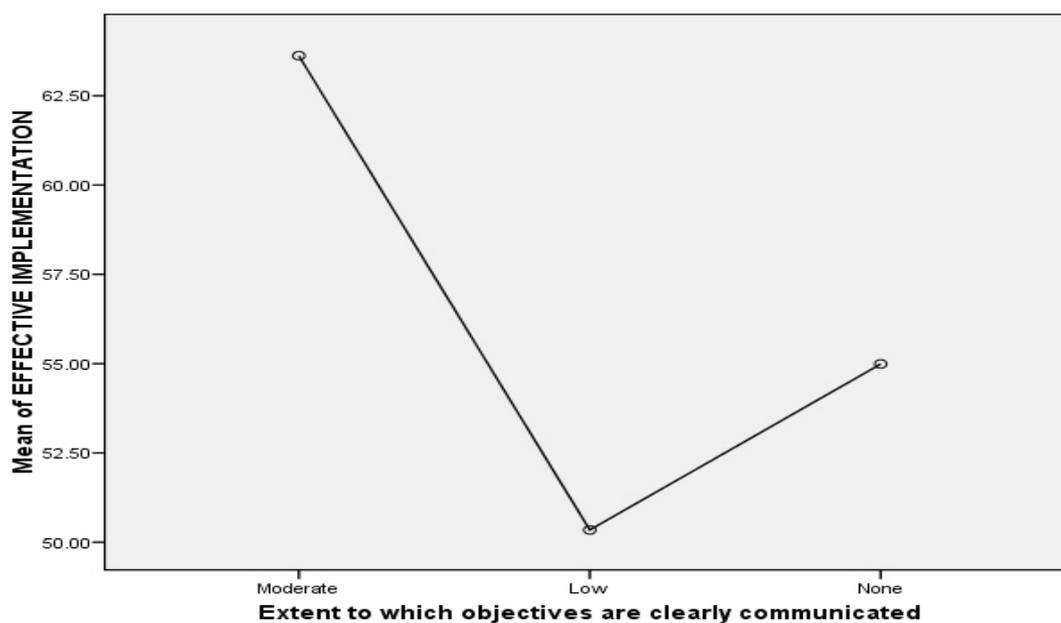
| (I) Flow of Communication | (J) Flow of Communication | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval |             |
|---------------------------|---------------------------|-----------------------|------------|------|-------------------------|-------------|
|                           |                           |                       |            |      | Upper Bound             | Lower Bound |
| Top-Down                  | Bottom-Up                 | 21.10157(*)           | 7.79449    | .008 | 5.6690                  | 36.5341     |
|                           | Multi-Directional         | 3.65627               | 3.08104    | .238 | -2.4440                 | 9.7565      |
| Bottom-Up                 | Top-Down                  | -21.10157(*)          | 7.79449    | .008 | -36.5341                | -5.6690     |
|                           | Multi-Directional         | -17.44530(*)          | 7.79449    | .027 | -32.8779                | -2.0127     |
| Multi-Directional         | Top-Down                  | -3.65627              | 3.08104    | .238 | -9.7565                 | 2.4440      |
|                           | Bottom-Up                 | 17.44530(*)           | 7.79449    | .027 | 2.0127                  | 32.8779     |

\* The mean difference is significant at the .05 level.

#### **4.8.2.2 Clarity of Communication of Strategic Objectives for Effective Implementation**

An analysis to determine the influence of clarity of communication of objectives on effective implementation of strategic plans was done. The analysis was done as a comparison of implementation across levels of extent of clarity in communication of objectives. The respondents were asked to choose from five levels of extent of clarity of communication; Very high, high, moderate, low and none. The responses indicated only three levels of clarity in communication: moderate, low and none.

A graphical presentation in figure 4.9 of the means of effective implementation of strategic plans between the three different levels of communication of strategic objectives shows a high mean of about 63 within the moderate level of communication of strategic objectives and low values of about 55 and 51 for the low and zero level of communication of strategic objectives. This shows that a higher level of clarity in communication of objectives would yield higher levels of implementation of strategic plans. However, the graph also shows that the none level of communication yields a higher level of effective implementation of strategic plans. This necessitated further analyses.



**Figure 4.9: Clarity of Communication of Strategic Objectives**

An analysis of variance was done to statistically qualify the relationship between implementation of strategic plans and clarity in communication. According to table 4.45, the P-value of the F statistic is 0.017 which is less than 0.05. This implies that we reject the question as to whether there is no significant difference in the mean of effective implementation of strategic plans between the levels of communication of strategic objectives. We thus accept the alternative that at least one mean of implementation of strategic plans between groups of communication of strategic objectives is different from the others across the levels of communication of strategic objectives. This shows that there is a relationship between clarity of communication of strategic objectives and implementation of strategic plans.

**Table 4.45 ANOVA for Clarity of Communication for Effective Implementation**

|                | Sum of Squares | Df  | Mean Square | F     | Sig. |
|----------------|----------------|-----|-------------|-------|------|
| Between Groups | 2097.878       | 2   | 1048.939    | 4.198 | .017 |
| Within Groups  | 29986.530      | 120 | 249.888     |       |      |
| Total          | 32084.408      | 122 |             |       |      |

#### **4.8.2.2.1 Multiple Comparisons**

A further test to statistically determine which of the means are significantly different from the others was done and the results are shown in Table 4.46. This would further explain the nature of relationship between clarity of communication and implementation of strategic plans. The table shows that the mean of effective implementation of strategic plans in moderate communication of strategic objectives significantly different from the mean of effective implementation of strategic plans

within other two levels of communication of strategic objectives. The P-value of the mean difference between the group of moderate and low levels of communication of strategic objectives is 0.005 which is less than 0.05 implying that the mean difference 13.27 is significant. The mean difference between moderate level and none 8.63 is also significant with a P-value of 0.047 which is less than 0.05.

The mean difference of effective implementation of strategic plans between low level of communication of strategic objectives and none level of communication is 4.6 with a P-value of 0.147 which is greater than 0.05. This implies that there is no significant mean difference of effective implementation of strategic plans between these two groups as had been depicted by the graph. Moderate extent of communication has a significant higher mean implementation of strategic plans than both low and none extent of communication. This finding is in line with findings from previous studies that showed that clarity in communication is vital for effective implementation processes. Burnes (2004) argues that the interpretation of communication plays a vital role which requires managers to enforce a strong culture that embrace clear understanding of communications. He adds that this means that managers must be aware of people's beliefs, attitudes, behaviour, demands and arguments in order to communicate effectively the message of strategic plan implementation to the employees.

**Table 4.46: Multiple Comparison of Mean Difference across Clarity of Communication of Objectives**

| (I) Extent to which objectives are clearly communicated | (J) Extent to which objectives are clearly communicated | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval |             |
|---|---|-----------------------|------------|------|-------------------------|-------------|
|   |   |                       |            |      | Upper Bound             | Lower Bound |
| Moderate  | Low   | 13.27472(*)           | 4.59420    | .005 | 4.1785                  | 22.3709     |
|   | None  | 8.62871(*)            | 4.29290    | .047 | .1291                   | 17.1283     |
| Low   | Moderate  | -13.27472(*)          | 4.59420    | .005 | -22.3709                | -4.1785     |
|   | None  | -4.64600              | 3.18387    | .147 | -10.9498                | 1.6578      |
| None  | Moderate  | -8.62871(*)           | 4.29290    | .047 | -17.1283                | -.1291      |
|   | Low   | 4.64600               | 3.18387    | .147 | -1.6578                 | 10.9498     |

\* The mean difference is significant at the .05 level.

Further to the test on difference in means a regression model was fit for communication and effective implementation of strategic plans. The model gives more than the strength of the relationship of the two variables. It would also give the extent of influence on dependent variable effective implementation of strategic plans should there be a change in communication.

The model summary in table 4.47 shows that 50.6% of the variation in effective implementation of strategic plans is explained by the variation in the independent variable communication. This does not depict a very strong fitness of the model from the data. A multiple regression including other independent variables was done to bring out a better fit from the data.

**Table 4.47: Model Summary for Communication**

| R    | R Square (R <sup>2</sup> ) |
|------|----------------------------|
| .712 | .506                       |

However a further test on the model by Analysis of variance depicts a good finding for the model. Table 4.48 shows that, the significance of the F statistic 0.00 is less than 0.05. We reject the question as to whether the coefficient of the regression model is equal to zero and accept the alternative that at coefficient it is not equal to zero. This is a good finding since it shows that there is a significant relationship between communication and effective implementation of strategic plans.

**Table 4.48: ANOVA for Communication**

| Model |            | Sum of Squares | Df  | Mean Square | F       | Sig.    |
|-------|------------|----------------|-----|-------------|---------|---------|
| 1     | Regression | 205936.676     | 1   | 205936.676  | 126.209 | .000(a) |
|       | Residual   | 200699.793     | 123 | 1631.706    |         |         |
|       | Total      | 406636.470(b)  | 124 |             |         |         |

The test on the beta coefficients in table 4.48 shows that the relationship between implementation of strategic plans and communication is positive and significant. The coefficient of communication 7.236 is significantly greater than zero since the significance of the t statistic 0.00 is less than 0.05. This implies that communication actually has a positive effect on implementation of strategic plans. Increasing communication levels and techniques by a unit would consequently increase the effectiveness of implementation of strategic plans by 7.236. This shows that better

communication techniques would yield better and effective implementation of strategic plans.

This is in line with findings from past studies. A study by the Hay Group, a global management consultancy, effective communication by leadership was the key to winning organizational trust and confidence. Lamb and McKee (2004) observed that communication helps employees to understand the company’s overall business strategy, and how they contribute to achieving key business objectives. It also helps in sharing information with employees on both how the company is doing and how an employee’s own division is doing, relative to strategic business objectives.

**Table 4.48: Coefficients of Communication**

| Model |               | Coefficients |            | t      | Sig.       |
|-------|---------------|--------------|------------|--------|------------|
|       |               | B            | Std. Error | B      | Std. Error |
| 1     | COMMUNICATION | 7.236        | .644       | 11.234 | .000       |

#### **4.8.3 Organizational Culture and Effective Implementation of Strategic Plans**

Analyses were also done to explore the relationship between effective implementation of strategic plans and the culture of the organization by assessing the extent to which organizational culture influences the effective implementation of strategic plans.

#### **4.8.3.1 Group Statistics**

Table 4.49 is a table of statistics across the groups of extent of influence of organizational culture on implementation of strategic plans. The organizations culture can either be effective or none effective towards the influence on implementation of strategic plans. The table shows that the group means of Implementation of strategic plans are different between the groups of extent of influence of organizational culture. The mean of implementation of strategic plans in the group of effective influence of organizational culture 60.430 is greater than the mean of implementation of strategic plans in the group of non effective influence of organizational culture 53.230. This shows that there is a relationship between organization culture and effective implementation of strategic plans. It also shows that effective organization culture is better for effective implementation of strategic plans than a not effective culture. The standard deviations of the two also differ. The standard deviation for effective organizational culture is 20.148 while that for not effective organization culture is 14.659. The larger standard deviation connotes that there is a risk of the existence of other factors other than effective culture influencing the implementation of strategic plans. Different standard deviations imply different variances which are vital in significant test of equality of means.

**Table 4.49: Group Means of Implementation of Strategic Plans**

|                          | Would you describe your organization culture in relation to implementation of strategic plan as "Effective"? | N  | Mean    | Std. Deviation | Std. Error Mean |
|--------------------------|--|----|---------|----------------|-----------------|
| EFFECTIVE IMPLEMENTATION | NOT EFFECTIVE  | 95 | 53.2293 | 14.65930       | 1.50401         |
|                          | EFFECTIVE  | 29 | 60.4297 | 20.14840       | 3.74146         |

#### **4.8.3.2 Independent Samples Test**

This test was done to confirm that the two means of implementation of strategic plans between the two groups are actually different with statistical significance. This was done using the student's t test on equality of means assuming equal variances. Table 4.50, Levene's test on equality of variances show that the variances are significantly equal since the significance of the statistic is 0.007 which is less than 0.05. Consequently assuming equality of variance, the significance of the t-statistic is 0.037 which is less than 0.05 which implies that we reject the question as to whether there is no significance difference in the mean of effective implementation of strategic plans between the two groups. We thus accept that the mean of implementation of strategic plans in the group of those saying that organizational culture has an effective influence towards achievement of strategic plans is not equal to the mean of implementation of strategic plans in the group of those saying that organizational culture has a non effective influence towards achievement of strategic plans. The mean of effective implementation of strategic plans is significantly higher in an organization with an effective organizational culture than in an organization

with none effective organizational culture. This shows that there is a significant relationship between organizational culture and effective implementation of strategic plans. The more effective organizational culture is, the more effective the implementation of strategic plans.

According to Johnson and Scholes (1999) the culture of an organization is expected to be supportive of and consistent with the strategy being implemented. This corroborates findings of this study. They say corporate culture gives employees a sense of behaviour 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. Other scholars also brings out that organizational culture fosters innovativeness of employees. By providing employees with opportunities to explore, investigate and experiment, bounded delegation leadership creates an entrepreneurial organization culture that fosters innovative behavior (Amabile *et al.*, 1996; Woodman *et al.*, 1993; Sackmann, 2003, 2006; Ulwick, 2002; Anand *et al.*, 2007).

**Table 4.50: Independent Samples Test Equality of Means**

| Effective Implementation    | Levene's Test for Equality of Variances |       | t-test for Equality of Means |        |                 |                 |                       |   |         |
|-----------------------------|---|-------|------------------------------|--------|-----------------|-----------------|-----------------------|---|---------|
|                             | F                                       | Sig.  | T                            | Df     | Sig. (2-tailed) | Mean Difference | Std. Error Difference | 95% Confidence Interval of the Difference |         |
|                             | Lower                                   | Upper | Lower                        | Upper  | Lower           | Upper           | Lower                 | Upper                                     | Lower   |
| Equal variances assumed     | 7.538                                   | .007  | -                            | 122    | .037            | -               | 3.41261               | -   | -.44486 |
| Equal variances not assumed |   |       | -                            | 37.489 | .082            | -               | 4.03244               | -   | .96645  |

**4.8.3.3 Regression Analysis**

Further to the test for equality of means regression analysis was done to test the extent of influence that culture has on implementation of strategic plans. Table 4.51 shows that the correlation coefficient (R) is 95.0%. This shows a strong relationship between effective implementation of strategic plans and effective organizational culture. It further shows 90.2% of the variation of implementation of strategic plans is due to variation in effective organizational culture. This implies that the data strongly fit the regression model.

**Table 4.51: Model Summary on Effective Implementation**

| R       | R Square(R <sup>2</sup> ) |
|---------|---------------------------|
| .950(b) | .902                      |

A further test on the beta coefficient as in table 4.52 shows a positive relationship between implementation of strategic plans and organizational culture. The coefficient of the extent to which organizational culture influences the achievement of organizations strategic objectives 0.746 is significantly greater than zero since the significance of the t statistic 0.000 is less than 0.05. This implies that organizational culture actually has a positive effect on implementation of strategic plans. Increasing the level of organization culture by a unit would increase the level of implementation of strategic plans by 0.746.

This is also in line with the findings of scholars on the influence of organizations culture on implementation of strategies. The culture of an organization is expected to be supportive of and consistent with the strategy being implemented (Johnson & Scholes, 1999). 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. An entrepreneurial organizational culture fosters innovativeness of employees (Amabile *et al.*, 1996; Woodman *et al.*, 1993; Sackmann, 2003, 2006; Ulwick, 2002; Anand *et al.*, 2007). 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 enable them to undertake creative and innovative ventures (Sternberg, Kaufman & Pretz, 2003; Mumford & Licuanan, 2004; Chen, 2007). Innovative ideas are requirements to effective implementation of strategic plans.

**Table 4.52: Coefficients of Culture**

| Model |   | Coefficients |            | T      | Sig.       |
|-------|---|--------------|------------|--------|------------|
|       |   | B            | Std. Error | B      | Std. Error |
| 1     | The extent organizational culture influences the achievement of organizations strategic objectives? | .746         | .022       | 33.413 | .000       |

#### **4.8.4 Stakeholders and Effective Implementation of Strategic Plans**

Stakeholder support is key in the achievement of strategic plans. This would depend on the extent to which stakeholders are involved in setting organization's objectives and implementing its strategies. Stakeholders are people who are likely to be affected by an organization's proposed interventions or those who can affect the outcome of the intervention. Stakeholders' involvement can bring either negative or positive impact to the organizations objectives. Analysis was done to determine the relationship between stakeholder support and implementation of strategic plans. The responses were based on the extent of stakeholder support based on a five likert scale from very high support to none.

A graphical presentation of the means of effective implementation across the levels of extent of stakeholder support is shown in figure 4.10. The graph shows high means for the very high involvement and moderate involvement groups of about 71 and 66 respectively and low means of low involvement and no involvement groups with means of about 50 and 55 respectively. This shows that there is a possible relationship between stakeholders support and effective implementation of strategic plans. Furthermore it suggests that the relationship is positive that is the higher the

level of support from stakeholders the higher the level of implementation of strategic plans. The figure however shows that there is a higher level of implementation in the none level of support than in the low level of support. This necessitated further analysis to ascertain significance of this difference.



**Figure 4.10: Effectiveness of stakeholders and effective implementation of strategic plans**

An analysis of variance to confirm the significance of the means between the groups in table 4.53, shows that the P-value of the F statistic is 0.027 which is less than 0.05. This implies that we reject the question as to whether there is no significant difference in the mean of effective implementation of strategic plans between groups of level of stakeholder involvement. We thus accept that at least one mean of implementation of strategic plans between groups of levels of stakeholder

involvement is different from the others across the groups. This difference implies that there is a significant relationship between stakeholder support and implementation of strategic plans.

**Table 4.53: ANOVA for Stakeholders**

|                | Sum of Squares | Df  | Mean Square | F     | Sig. |
|----------------|----------------|-----|-------------|-------|------|
| Between Groups | 2289.925       | 3   | 763.308     | 3.173 | .027 |
| Within Groups  | 27425.495      | 114 | 240.575     |       |      |
| Total          | 29715.420      | 117 |             |       |      |

#### 4.8.4.1 Multiple Comparisons

Further to the one-way ANOVA results a multiple comparison test was done to identify which of the means are significantly different from the rest. The comparisons in table 4.54 show that the mean difference of implementation of strategic plans is significant between various groups of level of involvement of stakeholders. The mean of implementation of strategic plans within the very high level of involvement is significantly different with the means within the low and none levels of involvement of stakeholders with differences of 19.30 and 16.97 and P-values of 0.011 and 0.020 respectively which are lower than 0.05. There is no significant mean difference of implementation of strategic plans between the group none level of involvement of stakeholders and the group of moderate level which have mean difference P-value of 0.1011 which is greater than 0.05. There is also no significant mean difference of implementation of strategic plans between the group none level of involvement of stakeholders and the group of low levels of stakeholder involvement which have a mean difference P-value of 0.471 which is greater than 0.05.

This implies that contrary to the picture of the graph that the mean implementation of strategic plans in none levels is greater than that in low levels is not significant since the means are significantly equal. There is also no significant mean difference in the effective implementation of strategic plans between the high level of stakeholder involvement and moderate level of stakeholder involvement with a P-value of 0.602 and greater than 0.05. Generally these findings concur with the findings on the graph that, higher levels of stakeholder involvement foster higher levels of implementation of strategic plans. This implies a positive relationship between stakeholder involvement and effective implementation of strategic plans.

These findings are corroborated by Johnson and Scholes (1999) who describe stakeholders as those who can affect the outcome of the intervention. Since they are likely to be affected by an organization's proposed interventions (either negatively or positively). External shareholders can be divided into market environment, sociopolitical and technological environments, depending on the nature of their relationship with the organization, and therefore how they might affect the success or failure of a particular strategy (Cummings & Doh, 2000).

**Table 4.54: Multiple Comparison of Means of Implementation and Stakeholder**

| (I) To what extent do you think stakeholder involvement contributes to the achievement of strategic objectives | (J) To what extent do you think stakeholder involvement contributes to the achievement of strategic objectives | Mean Difference (I-J) | Std. Error | Sig.  | 95% Confidence Interval |             |
|--|--|-----------------------|------------|-------|-------------------------|-------------|
|  |  |                       |            |       | Upper Bound             | Lower Bound |
| Very High  | Moderate   | 5.13636               | 9.80968    | 0.602 | -14.2965                | 24.5693     |
|  | Low  | 19.30147(*)           | 7.42904    | 0.011 | 4.5846                  | 34.0183     |
|  | None   | 16.97686(*)           | 7.167      | 0.02  | 2.7791                  | 31.1746     |
| Moderate   | Very High  | -5.13636              | 9.80968    | 0.602 | -24.5693                | 14.2965     |
|  | Low  | 14.16511              | 7.42904    | 0.059 | -0.5518                 | 28.882      |
|  | None   | 11.8405               | 7.167      | 0.101 | -2.3573                 | 26.0383     |
| Low  | Very High  | -19.30147(*)          | 7.42904    | 0.011 | -34.0183                | -4.5846     |
|  | Moderate   | -14.1651              | 7.42904    | 0.059 | -28.882                 | 0.5518      |
|  | None   | -2.32461              | 3.21352    | 0.471 | -8.6906                 | 4.0414      |
| None   | Very High  | -16.97686(*)          | 7.167      | 0.02  | -31.1746                | -2.7791     |
|  | Moderate   | -11.8405              | 7.167      | 0.101 | -26.0383                | 2.3573      |
|  | Low  | 2.32461               | 3.21352    | 0.471 | -4.0414                 | 8.6906      |

A regression analysis was also carried out to determine the level influence that stakeholder support has on implementation of strategic plans when level of involvement of stakeholders is changed. Table 4.55 shows a strong relationship between stakeholder involvement and effective implementation of strategic plans with a coefficient of determination (R) of 93.8%. It also shows that 88.1% of the

variation in effective implementation of strategic plans is explained by the variation in stakeholder involvement. This shows that the data used strongly fit the model.

**Table 4.55: Model Summary for Stakeholders**

| R    | R Square |
|------|----------|
| .938 | .881     |

In the Analysis of variance in table 4.56, the significance of the F statistic is 0.00 which is less than 0.05. Hence, we reject the question as to whether the coefficient of regression is equal to zero and accept the alternative that it is not equal to zero. The coefficient of regression not being zero implies that stakeholder support has influence on implementation of strategic plans.

**Table 4.56: ANOVA for Stakeholders**

|            | Sum of Squares | Df  | Mean Square | F       | Sig.    |
|------------|----------------|-----|-------------|---------|---------|
| Regression | 317382.298     | 1   | 317382.298  | 812.535 | .000(a) |
| Residual   | 42966.808      | 110 | 390.607     |         |         |
| Total      | 360349.106(b)  | 111 |             |         |         |

A test on the beta coefficient in table 4.57 shows that the relationship between stakeholder support and implementation of strategic plans is positive. The coefficient of the extent to which stakeholder participation influences the achievement of an organization's strategic objectives is 0.015 which is significantly greater than zero since the significance of the t statistic 0.000 is less than 0.05. This implies that stakeholder involvement has a positive effect on implementation of strategic plans for most organizations. Increasing stakeholder influence by a unit would actually increase

the level of implementation of strategic plans. This shows that most of the influence from stakeholders in the sample is actually positive and not negative.

These findings expand the findings of past studies to NGOs. The findings show that for NGOs the more involvement of stakeholders, the more the effectiveness of implementation of strategic plans. NGOs thus have more positively influencing stakeholders than negatively influencing stakeholders. According to Pearce and Robinson (2004) stakeholders are very influential individuals and groups who are vitally interested in the actions of an organization looking back into the past, present and future operations plus the environment of the organization.

Simpson and Lyddon (1995) note that different stakeholders each with their own needs and expectations will have different views of what a programme will seek to achieve. Whereas some stakeholders can be nominated, others like the government and politicians are indeed difficult to avoid yet they are crucial in the successful implementation of any strategic plan. The various needs must be grouped in order to identify which needs are in conflict with the others and hence bringing them in line with the strategic implementation process. They depend on the organization to fulfill their own goals and in turn the organization depends on them (Johnson, Scholes & Whittington, 2008). Not all stakeholders are equal; different stakeholders are entitled to different considerations. They can thus cause negative or positive influence on achievement of an organization strategic plans. This study however shows that they have positive influence in NGOs implementation of strategic plans.

**Table 4.57: Coefficients of Regression**

|              | Coefficients |            | T      | Sig.       |
|--------------|--------------|------------|--------|------------|
|              | B            | Std. Error | B      | Std. Error |
| STAKEHOLDERS | .421         | .015       | 28.505 | .000       |

#### **4.8.5 Organizational Resources and Effective Implementation of Strategic Plans**

The study also tested the influence that organizational resources would have on implementation of strategic plans. The level of achievement of implementation of strategic plans would be influenced by the availability of organizations resources. Availability of resources like employee skills, practiced cultural values, time management skills and financial savings ability would be vital to effective implementation of strategic plans. This study seeks to find out whether of organizational resources significantly influence implementation of strategic plans.

The respondents were asked on whether the level of extent of contribution of organizational resources towards achievement of strategic objectives was very high, high, moderate, low or none. On a descriptive perspective, Majority of the respondents answered thought that organizational resources contribution towards achievement of strategic plans was moderate, low or none.

A graphical presentation in figure 4.11 of the means of effective implementation of strategic plans between the three different levels of contribution of resources towards achievement of strategic objectives shows a high mean of about 70 within the moderate levels of contribution of resources towards achievement of strategic objectives and low values of about 50 and 55 for the low and zero levels of

contribution of resources towards achievement of strategic objectives respectively. This implies that the higher the contribution of organizational resources, the higher the effectiveness of implementation of strategic plans. The graph however also shows that none contribution of organizational resources also gives higher mean on implementation of strategic plans. A further statistical test would be necessary to determine the significant difference between the means.



**Figure 4.11: Extent of Resources Contribution to Strategic Objectives**

Further to the graphical presentation that showed mean differences across groups of level of influence from organizational resources, Statistical tests were done to confirm the results with significance. An analysis of variance test was done to determine with statistical significance whether there is difference in the means of

effective implementation of strategic plans across the three levels of contribution of organizational resources; moderate, low or none.

According to table 4.58, P-value of the F statistic is 0.038 which is less than 0.05. This implies that we reject the question as to whether there is no significant difference in the mean of effective implementation of strategic plans between groups of level of contribution of resources towards achievement of strategic objectives. We thus accept the alternative that at least one mean of implementation of strategic plans between groups of levels contribution of resources in achievement of strategic objectives is different from the others across the groups.

This finding proves with statistical significance that contribution of organizational resources influences implementation of strategic plans as described by the graph in figure 4.11 in previous section.

**Table 4.58: ANOVA for Resources**

|                | Sum of Squares | Df  | Mean Square | F     | Sig. |
|----------------|----------------|-----|-------------|-------|------|
| Between Groups | 1712.279       | 2   | 856.139     | 3.366 | .038 |
| Within Groups  | 30268.461      | 119 | 254.357     |       |      |
| Total          | 31980.739      | 121 |             |       |      |

#### **4.8.5.1 Multiple Comparisons**

Further to the analysis of variance a multiple comparison analysis was carried out. This was to determine with statistical significance which of the three groups of contribution of organizational resources moderate, low and none is actually had the

different mean of implementation of strategic plans different from the others. The graph showed that moderate contribution had a higher mean than both low and none. Table 4.59 shows that the mean of effective implementation of strategic plans in moderate contribution of resources towards achievement of strategic objectives significantly different from the mean of effective implementation of strategic plans within other two levels of contribution of resources towards achievement of strategic objectives.

The P-value of the mean difference between the group of moderate and low levels of contribution of resources towards achievement of strategic objectives is 0.012 which is less than 0.05 implying that the mean difference 19.95 is significant. The mean difference between moderate level and no level of contribution of resources towards achievement of strategic objectives 14.78 is also significant with a P-value of 0.046 which is less than 0.05.

The mean difference of effective implementation of strategic plans between low level and none level contribution of resources towards achievement of strategic objectives is 5.16 with a P-value of 0.160 which is greater than 0.05 implying that there is no significant mean difference of effective implementation of strategic plans between these two groups. This shows that increasing the levels of resource contribution would significantly increase the level of implementation of strategic plans.

In his study of analysis of organizational learning process in donor agencies in Nairobi, Amulyoto (2004) observes that not keenly implementing strategies is has led to sometimes wastages in resource usage especially in relief organizations during

food distribution for long term plans. He says that NGOs in Kenya have been involved in many workshops and training programmes but are normally blamed for not keenly implementing strategies and pooling resources in cases of proximity and common activities in a given area. This is clearly an influence of lack of proper and skilled human resource. On a perspective of human resource, this is in line with the findings in this study which shows that lack of resources would cause low levels of implementation of strategic plans. Prahalad and Hamel (1990) observed that 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

**Table 4.59: Multiple Comparisons of Resources**

| (I) Extent to which resources contribute to achieving organizational strategic objectives | (J) Extent to which resources contribute to achieving organizational strategic objectives | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval |             |
|---|---|-----------------------|------------|------|-------------------------|-------------|
|   |   |                       |            |      | Upper Bound             | Lower Bound |
| Moderate  | Low   | 19.94729(*)           | 7.84025    | .012 | 4.4228                  | 35.4718     |
|   | None  | 14.78258(*)           | 7.32164    | .046 | .2850                   | 29.2802     |
| Low   | Moderate  | -19.94729(*)          | 7.84025    | .012 | -35.4718                | -4.4228     |
|   | None  | -5.16470              | 3.65147    | .160 | -12.3950                | 2.0656      |
| None  | Moderate  | -14.78258(*)          | 7.32164    | .046 | -29.2802                | -.2850      |
|   | Low   | 5.16470               | 3.65147    | .160 | -2.0656                 | 12.3950     |

\* The mean difference is significant at the .05 level.

#### 4.8.5.2 Regression: Resources versus Dependent Variable

Further to the multiple comparison analysis, a regression analysis was carried out which would significantly determine the amount of influence that contribution of organization resources would have on implementation of strategic plans if this level of contribution were changed. Results in table 4.60 shows that 37.3% of the variation in the dependent variable is explained by the variation in the independent variables. This shows a low fit the data on the model. This shows that data on the variable resource alone does not appropriately fit the regression model alone. A multiple regression

including data on other variables also influencing implementation of strategic plans would however fit the model.

**Table 4.60: Model Summary for Resources**

| R    | R Square(R <sup>2</sup> ) |
|------|---------------------------|
| .611 | .373                      |

The Analysis of variance in table 4.61 however depicts a good result for the model. It indicates that the significance of the F statistic 0.00 is less than 0.05. We thus reject the question as to whether the coefficient of regression model is equal to zero and accept the alternative that it is not equal to zero. This implies that resources have significant influence on implementation of strategic plans.

**Table 4.61: ANOVA for Resources**

|            | Sum of Squares | df  | Mean Square | F      | Sig. |
|------------|----------------|-----|-------------|--------|------|
| Regression | 151806.820     | 1   | 151806.820  | 73.273 | .000 |
| Residual   | 254829.650     | 123 | 2071.786    |        |      |
| Total      | 406636.470     | 124 |             |        |      |

A test on the beta coefficient in table 4.62 shows a positive relationship between implementation of strategic plans and organizational resources. The coefficient of the extent to which organizational resources influences the achievement of organizations strategic objectives 14.866 is significantly greater than zero since the significance of the t statistic 0.000 is less than 0.05. This implies that organizational resources have a positive influence on implementation of strategic plans. Increasing the level of

contribution of organizational resources by a unit would increase the level of implementation of strategic plans by 14.866.

This is in line with studies from past scholars. According to (Pearce & Robinson, 2009) It is through good training and development of human resource that other resources become viable and closely monitored to achieve strategic goals. This concurs with this study's findings on the perspective of human resources which shows that increasing resource contribution would positively increase the levels of effective implementation of strategic plans.

This study also corroborates Prahalad and Hamel (1990) who observed that 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.

**Table 4.62: Coefficients Test for Resources**

|                          | Coefficients |            | t     | Sig.       |
|--------------------------|--------------|------------|-------|------------|
|                          | B            | Std. Error | B     | Std. Error |
| ORGANISATIONAL RESOURCES | 14.866       | 1.737      | 8.560 | .000       |

#### **4.8.6 Combined Effect of the Variables on the DV**

A combined effect of all the independent variables; management, communication, culture stakeholders and organizational resources on implementation of strategic plans was tested. This was done through a multiple regression. The multiple

regression would determine the amount of influence that each independent variable has on implementation of strategic plans on a joint model.

The results in table 4.63 shows that the R squared value is 92.4%. This implies that 92.4% of the variation in implementation of strategic plans is explained by the variation in the independent variables jointly. This shows a very good fit of the multiple data on the regression model. This fitness level is higher than all the levels of fitness that individual variables had on individual regression model. Resources are important both as human resource drivers of implementation the finances for facilitation.

**Table 4.63: Model Summary on Combined Effect**

| R    | R Square (R <sup>2</sup> ) |
|------|----------------------------|
| .961 | .924                       |

According to the Analysis of variance in table 4.64 also shows a good result for the multiple regression model. It shows the significance of the F statistic 0.00 is less than 0.05. We reject the question as to whether the coefficients of the regression model are jointly equal to zero and accept the alternative that at least one coefficient is not equal to zero. The implication to these findings is that, all the independent variables, management, communication, culture and organizational resources have a significant combined effect on effective implementation of strategic plans.

**Table 4.64: ANOVA for Multiple Regression**

|            | Sum of Squares | df  | Mean Square | F       | Sig. |
|------------|----------------|-----|-------------|---------|------|
| Regression | 333040.440     | 5   | 66608.088   | 258.543 | .000 |
| Residual   | 27308.666      | 106 | 257.629     |         |      |
| Total      | 360349.106     | 111 |             |         |      |

Finally, a test on the beta coefficients in table 4.65 shows influence that each of the independent variables has on implementation of strategic plans on the combined model. According to table 4.65, Management, culture and organizational resources significantly influence the implementation of strategic plans positively. The levels of influence that the variables have on implementation of strategic plans are 1.243, 0.523 and 3.667 respectively with levels of significances 0.024, 0.000, 0.001 respectively which are all less than 0.05.

This shows that a unit increase in management would result in an increase in effective implementation of strategic plans by a rate of 1.243. An increase in organizational culture by a unit would increase effective implementation of strategic plans by 0.523 and increasing organizational resources by a unit would increase effective implementation of strategic plans by 3.667. According to the combined model, communication and stakeholders do not have significant influence on effective implementation of strategic plans. The regression through the origin shows that the constant term is zero which implies that there will be no effective implementation of strategic plans if all the independent variables are zero and that there are no other

factors apart from the independent variables which affect the effective implementation of strategic plans in NGOs in Kenya. No effective implementation of strategic plans can take place with zero level of management, zero level of culture and zero level of contribution from organizational resources. This is an indication that both resources and management are to be effectively supplied for implementation of strategic plans.

**Table 4.65: Coefficients of Combined Variables**

|                          | Coefficients |            | T      | Sig. |
|--------------------------|--------------|------------|--------|------|
|                          | B            | Std. Error |        |      |
| Management styles        | 1.243        | .543       | 2.289  | .024 |
| Communication            | -.597        | .590       | -1.011 | .314 |
| Culture                  | .523         | .086       | 6.058  | .000 |
| Stakeholders             | .049         | .056       | .872   | .385 |
| Organizational resources | 3.667        | 1.105      | 3.317  | .001 |

## **4.9 Chapter Summary**

This chapter has presented descriptive data analysis using frequency tables, percentages, means, standard deviations, and correlation coefficients. Statistical tests were also analysed in the chapter including t-test, F-test and two-way ANOVA test. The profiles of both respondents and target NGOs were presented at the beginning of the chapter followed by the responses from each variable section of the questionnaire. The descriptive data showed that a high reliability was achieved by the questionnaire instrument with reliability coefficients ranging from 0.801 to 0.875 as shown previously in table 4.2. These figures fall within the acceptable levels of data reliability and consistency according to statistics scholars including Sekaran (2006), Nachmias and Nachmias (2006) and Newman (2000). Both tests of significance using F and t tests have indicated a strong significance amongst the variables as well as when combined against the dependent variable.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary of the research findings and discusses the broader implications of the findings for theory, practice, policy and further research in the NGOs in Kenya. The study sought to investigate the factors affecting the effective implementation of strategic plans in NGOs in Kenya. Specifically, the study looked at management and management styles, communication levels, culture, stakeholders and the contribution of resources in effective implementation of strategic plans. This chapter summarizes the findings of the study and the statistical analysis. The presentation is organized around specific objectives and research questions to assess the results by evaluating and interpreting them. The conclusions are in tandem with the specific objectives and research questions. The recommendations refer to suggestions for further study or proposal for change. Each recommendation relates to each conclusion.

#### **5.2 Summary of the Major Findings**

The pilot study and preliminary findings were in line with other scholars from other parts of the world who have studies strategic plans and implementation for example, Amabile *et al* (1996), Anand et al (2007), Carter and Pucko (2010) from Slovenia and the local scholars including Awino (2007), Aosa (1992), Wambui (2006) and Leting (2009).

A sample was drawn using a proportionate random sampling technique as recommended by Birchall (2009). Statistical inferences are validly made from samples that are large enough of the population (Kothari, 2004; Sekaran, 2006). The Youth sector was selected as the community's succession planning. Relief sector was selected due to their coverage of many stakeholders. Micro-finance was selected because it is a pillar of economic development. The Welfare sector was selected because it covers a large scope in people's lives while health sector is of a paramount concern for all people.

A statistically acceptable number of the targeted sample returned the questionnaires, all of which were analyzed. The response rate was comparable to previous scholars' works; for example, Cater and Pucko (2010), Awino (2007), Aosa (1992) and Ombima *et al.* (2010). The use of drop and pick method improved the response rate while another method of personalizing the introduction letter and motivating the research assistants helped keep the field participants focused on completion of the questionnaire filling exercise. The response rate was therefore fit enough for carrying out study analysis.

Babbie (2002) observed that a response rate of over fifty percent is adequate for statistical analysis. This study had an adequate response rate and was therefore considered adequate for analysis. The instruments were pilot-tested and analysed for reliability and validity using the Cronbach's alpha formula and face validity test by university professors. Similarly, the independent variables were tested for

multicollinearity, which is the combined relationship towards dependent variable. Statistical Package for Social Sciences (SPSS) version 17.5 was used as the statistical tool for analysis throughout the analysis. The qualitative data collected was analysed through content analysis method. The quantitative data analysed and presented using descriptive and inferential statistics. In this analysis, scatter plots and graphs were used to establish if linear regression relationship existed after which statistical analysis was made for every variable. This led to the findings in sections 5.2.1 to 5.2.6.

### **5.2.1 Are NGOs Actively Involved in Effective Implementation of Strategic Plans?**

This was the key area of study forming the dependent variable. To find out how NGOs handled effective implementation of strategic plans, questions were asked specifically to determine areas that were indicative of clear implementation of strategic plans. The findings suggested that most NGOs were aware and clearly understood the implementation of strategic plans. Although most had practiced strategic plans implementation for a long period, there were however particular features of implementation that were difficult to achieve by most NGOs in Kenya.

The planning horizon and anticipated time of implementation were causing problems and yet they were key indicators of effective implementation. Awino (2007) and Judge and Robinson (2008) observed that the planning horizons and the actualization of activities in many organizations were not well synchronized leading to failed or lagging implementation plans. Most NGOs experience the failure to achieve the

specified time horizons due to many reasons but mainly it was due to political interference, lack of adequate numbers and skilled employees to complete scheduled activities and overlapping or conflicting interests by stakeholders. This led to work pressure and heavy turnovers thereby interfering with effective implementation. The process of implementing strategic plans also proved to be a major factor in the effective implementation. Johnson *et al.* (2008) and Robinson and Pearce (2004) clearly observed that implementation of strategic plans was fraught with many problems some of which were observed in the study.

One area where NGOs seemed to have a major problem was the planning phase of the strategic plans. Respondents mainly indicated that the lack of full involvement in planning was a hindrance to effective implementation with most staff at implementation stage pointing out simple flaws which could have been avoided if the process was totally inclusive. Leting (2009) supported employee sentiments that involvement in a project that appeared foreign to the organization always led to change resistance and concluded that human resource departments should aim at total involvement in some way for all staff levels. Amukobole (2010) also recommended for continuous training both on the job and through meetings in order to keep all employees of an organization well informed of strategic plans for implementation.

### **5.2.2 Do Management Styles Influence Effective Implementation Strategic Plans?**

The major finding on management specifically management styles was that democratic style of management with a multidirectional form of communication was the most preferred management style. Staff participation in decision making was key to such management having an impact on the implementation of strategic plans. 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.

The positive relationship between implementation of strategy and management styles corroborates Bhargara (2003) assertion that effective management strengthens their strategic orientation by anticipating the challenges and problems of an organization through enriching the jobs of employees. According to Curtin (1999), the concept of strategic management involves encouraging employees to perform better by communicating the value of stretched targets providing a scope for individual and team contributions. The findings of this study produced tests that proved there is a high significance between implementation of strategic plans and management styles and it can be conclusively confirmed that management styles greatly affect implementation of strategic plans in NGOs in Kenya.

The importance of level of management was established with the top management being credited with strategic thinking and implementation. Involvement of all management levels thus was critical for the effective implementation of strategic plans in NGOs. Each level of management has an important role to play, and must understand and own the implementation process. The BOD involvement is critical and eighty eight percent of the respondents indicated that BOD base their management activities on strategic plans. There may be digression on this fact due to inadequate resources especially finances and professional staff.

### **5.2.3 Does Communication Affect the Effective Implementation of Strategic Plans?**

From the findings, it was clear that top-down communication was highly rated as being the most effective in implementation of strategic plans in NGOs Kenya while multi-directional communication on the other hand was rated second to top-down.

This was in deviation from scholars including Aosa (1992), Mulube (2008) and Leting (2009) concluded that lack of clear multidirectional flow of communication hindered the effective implementation of strategic plans. The graphical results showed a preference for top-down followed by multi-directional.

The major finding of this variable was that even though communication is significant, it does not greatly affect the implementation of strategic plans. Although communication helps employees to understand the company's overall business strategy, and how they contribute to achieving key business objectives, several

authors have indicated that communication alone cannot drive an organization and hence other factors should be equally considered (Johnson & Scholes, 2003).

This finding suggests that communication practices can be varied in an organization and although the multi-directional communication has been touted as the best form in an organization by many scholars (Mulube, 2009; Barnes, 2004; Awino, 2007; Letting, 2009) who rationalize the genuine effect of clear communications in an organization. However, the weak levels of significance from the tests have raised the question of whether communication has a great impact on the implementation of strategies. Other scholars (Robbins & Coulter, 2003; Wambui, 2003; Amulyoto, 2004) have given a possible explanation to conform to the findings by stating that communication alone cannot drive implementation of strategic plans especially in a situation where there are limited opportunities for group or even one on one communication.

From the market perspective in poor economies like Kenya where unemployment and common problems are very high for example; preference for flat organizations leading to downsizing and hence the preference of employees who can multi-task.

The survivors of any such moves are inclined to be overly loyal to the organization and will most likely act to protect their jobs and not as per the communication of the strategy implementation statement. It is therefore conclusive that communication is a factor that needs to be studied further to ascertain its full impact or effect in implementation of strategic plans in NGOs in Kenya. Although many NGOs have invested heavily in communications systems, the study concentrated on establishing

how effective communication is to the implementation of strategic plans. There was a proposal for more meetings, reviews, oversight teams, learning and training equipment. Communication could therefore be said to be an important ingredient in the effective implementation of strategic plans.

#### **5.2.4 Does Organization Culture Affect the Effective Implementation of Strategic Plans in NGOs in Kenya?**

Statistical tests showed that there is indeed a high significance and relationship between the two; dependent and independent variables. Kenyan NGOs were found to show culture aspects in many ways to prove that their success is enshrined in their culture. Field results indicated that NGOs with successful implementation of plans treated culture issues seriously. This corroborates what Aosa (1992) and Awino (2007) both proved that an organization that was successful most probably had a strong culture running through their ranks and systems. The findings have therefore shown 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. This indicates that indeed culture has an effect on the implementation of strategic plans in NGOs in Kenya.

### **5.2.5 Do Stakeholders Affect the Effective Implementation of Strategic Plans of NGOs in Kenya?**

Findings of the study indicated that eighty nine point eight percent of the NGOs support the involvement of stakeholders for checks and balances as the community are the consumers of contents of the strategic plans. The results corroborates what other scholars found out for example Cummings and Doh (2000), Arasa (2008) and Pearce and Robinson (2004) who observed that stakeholders cannot be overlooked especially during the implementation stage of a strategy. This simply means stakeholders need to be consulted from the early stages of strategic plans.

Traditionally, organizations have tended to overlook important stakeholders either through ignorance or sometimes with a purpose in order to avoid censorship. Theoretical thinking has it that stakeholders should be approached using a systems approach as observed by Bertalanfy (1950) and enhanced by among others Hannagan (2002), Ruch-Ross, Mash, William and Cartland (2008) and Tincher-Ladner (2009) that individuals who cooperate and work towards the same goal and objective are more likely to achieve more than those who go it alone. In this study, it has been proved that NGOs who approach the stakeholders in a systems approach will most likely succeed in their implementation of strategy. Stakeholders are therefore very important in the successful implementation of strategies at NGOs in Kenya.

The role of stakeholders in the achievement of strategic objectives were found to be 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 among the stakeholders. 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.

#### **5.2.6 Do Organization Resources Affect the Effective Implementation of Strategic Plans in NGOs in Kenya?**

Results indicated a modeling test of beta significance which was significant enough for statistical inferences. These results corroborate Pfeffer and Salancik (1978) resource dependency theory argument 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.

However, Scott (2003) has noted that the complexities of relationships in environment mean that an organization can break from its immediate environment. Observations from the study found for example 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.

The study also found that assuming that all resources come from the external is not practical for example, some NGOs indicated that when financial resources are in short supply from say donors, the NGOs develop contingency plans to get other funds in order to have an uninterrupted schedule of activities. Another notable point was that resources could be abundant but an NGO still lacks the will to complete or successfully implement strategies. This also corroborates what other scholars like Menzel *et al.* (2008) and Mulube (2009) found from their studies that resources could be a hindrance or a support in implementation of strategies. Although the study has found resources to be very significant in the implementation of strategies, further research has to be engaged to strengthen the scholarly findings as well as an exploration into the human resource factor in the NGO sector. Overall resources had a high influence on effective implementation of strategic plans.

### **5.3 Conclusions**

The first conclusion from study findings was that management styles affect the effectiveness of implementation of strategic plans. In particular, democratic style of management provides leadership that impact positively on the implementation of strategic plans. Similarly, 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. The study also concluded that flow of communication within organizations had little influence on degree of effectiveness of strategic plans implementation.

Organizations had however developed significantly in terms of technology and the interpersonal communication within the organizations.

The study also concluded that organizations which provide a conducive environment were successful through embracing of a culture that supported team spirit, togetherness and willingness to share and implement goals. This supported successful implementation of strategic plans.

Another important conclusion was that sustainable development and implementation of strategies in NGOs was dependent on awareness and better understanding by the various stakeholders having commonness of goal and direction at all stages of strategic plan. The study has shown that both foreign and indigenous organizations had benefits from the coordinated communication within and without the organization stakeholders. Finally, the policy in communication according to the study findings reflect the thinking of majority organizations that a common objective and goal by organizations was to stay in good growth by having resources that are adequately replenished. The study thus concluded that organizational resources were key to the growth of an organization and must be nurtured and protected.

#### **5.4 Recommendations**

Based on the findings, the following recommendations were made:

- 1) Special oversight teams should be established in order to facilitate periodic reviews and ensure effective implementation of periodic plans through monitoring and evaluation.

- 2) Management should take a strong hold on the resources they have in order to have the organization culture treating those resources as part and parcel of the NGO system and not just assets for an organization.
- 3) It is further recommended that Training and Development should be an integral part of each organization's strategy to effective implementation.
- 4) Special skills in resource development and fundraising need to be put in place. This would provide NGOs with professionalism in implementation of strategic plans.
- 5) The study also recommended that there should be more research and development (R & D) as this would give NGOs an opportunity to clearly understand and review their strategic options with respect to effective implementation.
- 6) Finally, there is need for NGOs to work towards self-sustainability to avoid incomplete implementation due to inadequate resources.

### **5.5 Proposed Areas for Further Study**

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. The concept of strategic planning and other stages should be considered for further study. Second, data was collected from five sampled NGO sectors that were practicing strategic plans. It is proposed that further research be carried out on NGOs from specific sector for example, international NGOs or local NGOs. Third, although data collection was limited to the use of questionnaires, observations and interviews, more robust qualitative methods are recommended for

future research namely, comparative research and census study. Finally, the study only used five aspects of an organization namely management styles, communication, culture, stakeholders and resources. Other aspects of an organization could be reconsidered in a future research for example training and development, monitoring and evaluation and best practices.

## **5.6 Chapter Summary**

Chapter five presented the summary, discussion and conclusions of the study. The structure of the chapter was guided by the study objectives. The main objective of chapter five was to explain the findings and to what extent they were consistent or not consistent compared to the past empirical studies and theoretical arguments.

The chapter reviewed the study objectives through a summary of tests. It also discussed and gave reasons for these findings. Comparisons with previous findings were made. The broader implications of the theories and practice in NGO human resource field were also provided. The limitations, policy areas and future research perspectives were finally presented. This completes the study and gives opportunity to understand all the attachments, references and appendices in the study.

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## APPENDICES

### Appendix I: Study Questionnaire

#### A STUDY IN PARTIAL COMPLETION OF DOCTOR OF PHILOSOPHY IN HUMAN RESOURCE MANAGEMENT JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY

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This questionnaire seeks to investigate the factors affecting 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.

Date: \_\_\_\_\_

Questionnaire No: \_\_\_\_\_

#### SECTION A: GENERAL INFORMATION

1) Name of the (NGO) organization: \_\_\_\_\_

2) When the NGO started: (Year) \_\_\_\_\_ Headquarters: (Town/City) \_\_\_\_\_

3) Position/Designation of respondent: \_\_\_\_\_

4) Gender: (Tick one) Female  Male

5) Organization size:(No. of Employees) Less than 50  50-100  Other:(Specify)\_\_\_

6) How long have you worked for your organization? (No. of Years) \_\_\_\_\_

7) What is your highest level of education? A) Diploma B) 1<sup>st</sup> Degree C) Masters Degree D) Doctoral (PhD)

**SECTION B: IMPLEMENTATION OF STRATEGIC PLANS**

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

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6) How often are these plans reviewed? Every \_\_\_\_ year(s)/month(s). Other:

**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  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

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3) Do you think management activities are based on your organizations strategic plan?

Yes  No

If NO briefly indicate your opinion

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4) Do strategic implementation policies exist in your organization? Yes  No

5) To what extent are the objectives set out in the strategic plan being achieved in your opinion?

Not at all [ ] Very low extent [ ] Moderate [ ] Good [ ] Excellent [ ]

6) Are the planned activities in the implementation plan taking place within the expected time frame?  Yes  No

7) On a scale of 5 to 1, (where 1 indicates insignificant involvement and 5 indicates full involvement) please assess the level of involvement of the following people/departments are in guiding the strategic implementation process

. (Please tick)

|                                   | 5                        | 4                        | 3                        | 2                        | 1                        |
|-----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| The Board/Directors               | <input type="checkbox"/> |
| The Chief Executive Officer (CEO) | <input type="checkbox"/> |
| Functional/Business Managers      | <input type="checkbox"/> |
| Staff                             | <input type="checkbox"/> |
| Subordinate staff                 | <input type="checkbox"/> |
| Consultants                       | <input type="checkbox"/> |
| Others: (specify) _____           | <input type="checkbox"/> |

8) In your opinion which management style would lead to the most effective implementation of the business plan by your organization?

| <i>Style</i>  | <i>Brief Description</i>  | <i>Choice</i> |
|---------------|---|---------------|
| Authoritarian | All determination of policy, techniques, action steps, work tasks, teams and appraisal/rewards by the leaders | [ ]           |

|               |   |     |
|---------------|---|-----|
| Democratic    | Policy, techniques, action steps, work tasks, and teams are reached through discussions. Leaders encourage, assist and guide objectively  | [ ] |
| Laissez Faire | Individuals/groups have freedom to determine policy, techniques, action steps, work tasks, and team members. Minimal participation by leader only when required.  | [ ] |
| Bureaucratic  | It is a system of rule by rules, defined by efficiency, orderliness, procedures, regulations, formality and uniformity. The leadership is depersonalized. Role of the leader is monitoring routine activities.  | [ ] |
| Neurocratic   | Characterized by an intensive struggle to become a bigger and better executive without much regard for his own self-interest in terms of relaxation, family or extra organizational pursuits. Leader has no choice but to drive ahead seeking, working and destroying in whatever way will bring him success to the top positions of his organization. He leaves nothing to chance and calls all the shots. | [ ] |

## SECTION D: COMMUNICATION

1) How would you describe the flow of communication in your organization?

Top-Down  Bottom-Up  Multi-Directional

2) How do they receive information on strategic objectives?

- Meetings
- Newsletters
- Posters
- Other (specify) \_\_\_\_\_

3) To what extent do you think strategic objectives are clearly communicated?

- Very High
- High
- Moderate
- Low
- None

4) What are the identifiable gaps and challenges of communication in your organization? (tick as appropriate).

- Poor communication from management
- Too many rules or policies
- No or limited advancement potential
- Not feeling valued
- Lack of training and development
- Unclear company strategy

Other:

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9) In your opinion what do you think needs to be done to improve communication on strategic objectives?

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10) To what extent do you think communication contributes to the achievement of organization's strategic objectives?

Very High

High

Moderate

Low

None

## **SECTION E: ORGANIZATIONAL CULTURE**

1) How would you describe the culture of your organization in relation to implementation of strategic plan?

Conducive

Not conducive

Effective

Not Effective

If "Effective" or "Not Effective" briefly explain

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2) Why do you think your organization culture supports achievement of strategic objectives?

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3) In what areas do you think your culture does not support achievement of strategic objectives??

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4) To what extent do you think organizational culture influences the achievement of the organization's strategic objectives?

Very High

High

Moderate

Low

None

## SECTION F: STAKEHOLDERS

1) What role do stakeholders play in achievement of your organizations strategic objectives?

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

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3) Do you think stakeholders support your strategic plan?

Yes  No

Explain

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4) To what extent do you think stakeholder involvement contributes to the achievement of the organization's strategic objectives?

Very High

High

Moderate

Low

None

## SECTION G: ORGANIZATIONAL RESOURCES

1) What is your organization's resource(s) that sets it apart from other organizations and competitors?

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2) To what extent has your organization's resources helped achieve the following?

| <i>Aspect</i>   | <i>Not at all</i> | <i>Little extent</i> | <i>moderate extent</i> | <i>Large extent</i> | <i>very large extent</i> |
|---|-------------------|----------------------|------------------------|---------------------|--------------------------|
| a. Competitive edge over competitors  | [ ]               | [ ]                  | [ ]                    | [ ]                 | [ ]                      |
| b. Power in the environment of operation  | [ ]               | [ ]                  | [ ]                    | [ ]                 | [ ]                      |
| c. Value-creation and Efficiency in accomplishing organization goals and objectives | [ ]               | [ ]                  | [ ]                    | [ ]                 | [ ]                      |
| d. Trust, security and morale of workers  | [ ]               | [ ]                  | [ ]                    | [ ]                 | [ ]                      |
| e. Sustainability of the organization   | [ ]               | [ ]                  | [ ]                    | [ ]                 | [ ]                      |

3) To what extent do you think organizational resources contribute to the achievement of the organization's strategic objectives?

Very High

High

Moderate

Low

None

**General Comments and observations about effective implementation of strategic plans in NGOs:**

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## **Appendix II: Interview Guide**

- 1) Name of the (NGO) organization
- 2) When the NGO started and its headquarters
- 3) Position/Designation of respondent
- 4) What is your strategic plan time frame?
- 5) How do you implement your strategic plan and what role do stakeholders play?
- 6) Does leadership positively or negatively affect your effective strategic plan implementation?
- 7) What are some of the communication modes that are used between various levels of organization's employees? Do you have challenges in organization communication?
- 8) Do you have resources that are competitive compared to other NGOs?  
Otherwise, what challenges do you face in your organization resources?

9) Comment on the general strategic plan implementation in the NGO sector?

10) Where do you think your organization lies in terms of implementing strategies within the NGO sector

Thank you for your time and may your NGO continue to grow.

### Appendix III: Observation Form

NAME OF NGO: \_\_\_\_\_

OBSERVER: \_\_\_\_\_

DATE: \_\_\_\_\_

| NO            | OBSERVABLE CHARACTERISTIC  | 1 | 2 | 3 | 4 | 5 |
|---------------|--|---|---|---|---|---|
| 1.            | Physical Environment (Buildings/Compound)  |   |   |   |   |   |
| 2.            | Physical appearance of Staff (Health/Hygiene)  |   |   |   |   |   |
| 3.            | Mood, spirit and attitudes at work environment   |   |   |   |   |   |
| 4.            | Consultations and teamwork   |   |   |   |   |   |
| 5.            | Vision /Mission/values displayed/communicated  |   |   |   |   |   |
| 6.            | Knowledgeable and empowered employees  |   |   |   |   |   |
| 7.            | Resources – technology in use , human and financial  |   |   |   |   |   |
| 8.            | Pride of workers in the organization   |   |   |   |   |   |
| 9.            | Interaction with/handling of external stakeholders   |   |   |   |   |   |
| 10.           | Conduct of leaders/management towards employees  |   |   |   |   |   |
| 11.           | Responsibility and accountability  |   |   |   |   |   |
| 12.           | Everyone seems to know their immediate targets   |   |   |   |   |   |
| 13.           | Displayed literature (Annual plans/reports/etc) clearly communicates the direction of the organization |   |   |   |   |   |
| 14.           | Accessibility/approachability of the leadership/mgt  |   |   |   |   |   |
| 15.           | Conducive atmosphere for performance   |   |   |   |   |   |
| 16.           | Friendliness and freeness among staff  |   |   |   |   |   |
| OT<br>HE<br>R |  |   |   |   |   |   |
|               |  |   |   |   |   |   |
|               |  |   |   |   |   |   |

## Appendix IV: Summary of Theoretical and Empirical Studies

### Theoretical Review

| <i>Theory<br/>Authors</i>   | <i>&amp;</i> | <i>What<br/>states</i>  | <i>theory</i> | <i>Variables identified</i>                              | <i>Critique</i>   |
|---|--------------|---|---------------|--|---|
| <b>Systems theory</b><br>-Bertalanffy (1950)<br>-Little (1983)<br>-Hannagan (2002)<br>-Koontz |              | States that an organization is a social system consisting of individuals who cooperate within a formal framework in a particular environment.<br>Adds that the whole is more than the sum of its parts or organisms                                 |               | -management<br>-leadership<br>-communication             | -Specialization has led to isolation of teams with subcultures and miscommunication.<br>-Assumes that all parts are working and know the end result<br>-Outsiders to the system are not taken care of by the theory |
| <b>Leadership theory</b><br>-Blanchard & Hersey   |              | <b>-Situational theory</b> which states that leaders vary their styles with the readiness of followers  |               | -Leadership<br>-Culture<br>-Management<br>-Communication | -Lacks empirical support<br>-Most parts of the theory are not practical   |
| -House (1971)   |              | <b>- Path-goal theory</b> which states that effective leaders strengthen the performance-to-outcome expectancy and hence ensuring that employees who perform their jobs well have a higher degree of need fulfillment than those who perform poorly |               | -Culture<br>-Management<br>-Communication                | -Not fully investigated by studs<br>-The model becomes complex as it expands lacking its robustness   |
| -McClelland (1961)  |              | <b>-N-ach theory</b>  |               | -Leadership management<br>-Culture<br>-Stakeholders      | and<br>-Assumes that competition is without risk<br>-Not all the people under a leader will accept moderate challenges  |

| <i>Theory<br/>Authors</i>  | <i>&amp; What<br/>states</i>  | <i>theory</i> | <i>Variables identified</i>                              | <i>Critique</i>   |
|--|---|---------------|--|---|
| -Koontz (2001)<br>-Bhargara (2003)<br>-Judge & Robinson (2008)<br>-Cole (2002) | which states that people with a strong inner trait of high achievement (n-Ach) want to accomplish reasonably challenging goals through their own effort and will choose moderate risks neither too easy nor too complex to accomplish |               | - leadership<br>-Culture<br>-Stakeholders                | -The theory fails to realize that performance might be set by the people on the ground leading to revolts on non-achieving leaders<br><br>-Transformative seems to define leadership using circular logic based on success<br>-points towards universality rather than contingency orientation<br>-Transformative is not sustainable for all cultures or regions in terms of vision formation and communication |
| -McGregor (1938)   | - <b>Transformative leadership theory</b> states that leadership is about dreaming the impossible and helping followers achieve the same  |               | - leadership<br>-Culture<br>-Stakeholders<br>-Management | -The assumption that democracies are the solution to people's work is not universally applicable<br>-Places people into 2 distinct groups without considering intermediate levels<br>-Both theory X and theory Y assumes wrongly that there are no influencing factors outside the organization   |
|  | - <b>Theory X</b> states that, the power of leaders is derived from the position they occupy and that people are innately lazy and unreliable requiring authoritarian leadership style to be ruled.<br><b>Theory Y</b> states         |               |  |   |

| <i>Theory<br/>Authors</i>                    | <i>&amp; What<br/>states</i>  | <i>theory</i> | <i>Variables identified</i>   | <i>Critique</i>   |
|--|---|---------------|---|---|
|  | that the power of leaders is granted by the group they lead and people can be basically self-directed and creative at work if properly motivated using a democratic leadership style                |               |   |   |
| <b>Organization theory</b><br>-Schein (1988) | -Views culture as a pattern of basic assumptions, invented, discovered or developed by a group for external adaptation and internal integration. These consist of artifacts, values and assumptions |               | - Leadership/Management<br>-Communication<br>-Stakeholders<br>-Organization Culture<br>-Resources | -Concentrates very much on macro-level studies of groups and organizations leaving out the individual<br>-Does not consider resistance to change assuming that all people will obey culture<br><br>-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 |
| -Herzberg (1965)                             | <b>-Two-factor theory</b> observes that there are conditions of a job that operate primarily to dissatisfy employees when they are not present – <b>hygiene factors</b> (salary, job security, work |               | -Resources<br>-Leadership Management<br>-Communication  | -The hygiene factors presence could still produce unsatisfied employees in the absence of motivators or external factors<br>-Employees can be   |

| <i>Theory<br/>Authors</i> | <i>&amp; What<br/>states</i>   | <i>theory</i> | <i>Variables identified</i>   | <i>Critique</i>   |
|---------------------------|--|---------------|---|---|
| -Maslow (1954, 1971)      | <p>conditions, interpersonal and supervisor relations and administration, rules and regulations). Similarly, there are factors that lead to high levels of motivation and job satisfaction –</p> <p><b>motivators</b> (Achievement, recognition, work itself, responsibility and advancement) whose absence does not prove highly dissatisfying</p> <p><b>-Hierarchy of Needs theory</b> states that human beings are motivated simultaneously by several needs but the strongest source is the lowest unsatisfied need at the time. The 5 needs in hierarchical order are physiological, safety, belongingness, self-esteem and actualization</p> |               | <p>-Resources,<br/>-Leadership management<br/>-Culture<br/>-Stakeholders</p> <p>and</p> | <p>affected positively by other factors other than hygiene and motivators</p> <p>-has not received a lot of scientific support</p> <p>-Research faults the clustering of needs around 5 categories and even Maslow himself revised them to 7 categories (Biological &amp; Physical, Safety, Belongingness &amp; Love, Esteem, Cognitive e.g. knowledge, Aesthetic e.g. beauty appreciation and Self-actualization</p> <p>-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</p> |

| <i>Theory<br/>Authors</i>   | <i>&amp; What<br/>states</i> | <i>theory</i>   | <i>Variables identified</i>   | <i>Critique</i>   |
|---|------------------------------|---|---|---|
| <b>Alderfer's<br/>(1972)<br/>theory</b>   | <b>ERG</b>                   | Alderfers modified Maslow's theory by grouping the needs into 3 categories (Existence, Relatedness and Growth). Where Existence needs concern survival (physiological), Relatedness needs stress importance of interpersonal social relationships and Growth needs concern individual's intrinsic desire for personal development | -Resources<br>-Culture<br>-Communication                              | hierarchy of needs<br>-Not great deal of research done on ERG theory<br>-Lacks the explanatory power over the complexities of work motivation   |
| <b>Vroom's<br/>(1964)<br/>Expectancy<br/>theory<br/>of<br/>motivation<br/>(VIE)</b> | <b>of</b>                    | States that motivation is a function of Expectancy, Valence and Instrumentality i.e. Motivation = $ExVxI$ Where Expectancy is a person's perception of probability of effort leading to performance, Valence is how much a person likes or dislikes receiving outcomes and  | -Valence<br>-Expectancy<br>-Instrumentality<br>-Resources<br>-Culture | -Relatively difficult to understand and apply<br>-Does not provide much practical help in solving motivational problems<br>-Concentrates on individual and does not directly contribute much as to what motivates organizational members<br>-Variables in theory lack sufficient definition<br>-Assumes wrongly that hard work is |

| <i>Theory<br/>Authors</i>   | <i>&amp; What<br/>states</i>   | <i>theory</i>  | <i>Variables identified</i>                              | <i>Critique</i>   |
|---|--|--|--|---|
|   |  | Instrumentality is a person's perception of how certain positive or negative outcomes will be attached to performance<br>-In other words, employees expect to be rewarded from their good performances |  | done by motivated people and that lazy people cannot be motivated depending on their intrinsic values.<br>-Compares with theory X and theory Y by McGregor  |
| <b>Stakeholder theory</b><br>-Donaldson & Preston (1995)<br>-Freeman (1984)<br>-Friedman & Miles (2002) | -States that every legitimate person or group participating in activities of an organization do so to obtain benefits and that priority of the interests of all legitimate stakeholders is not evident | -  | Leadership/Management<br>-Stakeholders<br>-Communication | -More managerial without really showing how the non-legitimate groups are catered for<br>-Although focus is on interrelationships, it assumes interest of stakeholders to be balanced against each other<br>-Some stakeholders never know they are stakeholders |
| <b>Resource dependency theory</b><br>-Pfeffer & Salancik (1978)<br>-Boyd (1990)<br>-Scott (2003)        | -Observes that every organization is at the mercy of its environment needing all resources from it and that the environment controls the resources to the organization                                 | -resources<br>-management<br>-stakeholders   |  | -The complexities of relationships in environment means that an organization can break from its immediate environment e.g. in outsourcing<br>-Assuming that all resources come from the external is not practical e.g. during economic                          |

| <i>Theory<br/>Authors</i> | <i>&amp; What<br/>states</i> | <i>theory</i> | <i>Variables identified</i> | <i>Critique</i>   |
|---------------------------|------------------------------|---------------|-----------------------------|---|
|                           |                              |               |                             | sanctions or political turmoil, organizations still get resources |

### Empirical Review

| <i>Author<br/>location</i>       | <i>and Title of study</i>   | <i>Variables identified</i>                   | <i>Critique and<br/>Methodology</i>   |
|----------------------------------|---|---|---|
| -Carter & Pucko (2010), Slovenia | -Impact of selective management on strategic plan execution in industrialization of rural areas | -Resources<br>-Management<br>-Leadership      | -Surveys were used with interviews and questionnaires.<br>-Failed to address the immigration issue that affects rural industrialization in Slovenia   |
| -Mullins (2005), USA             | -Factors affecting managerial strategies on corporate performance                               | - Management<br>-Resources                    | -Study concentrates on one sector of the economy and uses a particular community to generalize the US situation<br>-Some of the aspects of US communities is not universal to let's say Kenya |
| -Awino (2007)                    | -Effect of selected variables on corporate strategic  | -resources<br>-stakeholders<br>-communication | -Surveys in Nairobi insurance firms   |



| <i>Author and location</i>        | <i>Title of study</i>  | <i>Variables identified</i>   | <i>Critique and Methodology</i>  |
|-----------------------------------|--|---|--|
|                                   | performance in NGOs  |   | was targeting all NGOs regardless of whether they carried out strategic plans or not<br>-Very few NGOs participated in survey (24) and the findings would therefore not be universally practical |
| -Whittington <i>et al.</i> (2008) | -Effect of stakeholder participation in strategy formulation in selected industrial settings | -Communication<br>-Stakeholders<br>-Effective strategy formulation<br>-Implementation of strategy | -The study used online surveys and has only applied the case of developed nations.<br>-Application to developing countries difficult to compare  |
| -Letting (2009)                   | -Factors affecting leadership and management in strategic planning and implementation        | -leadership<br>-management<br>-stakeholders<br>-performance                                       | -The leadership styles highlighted are mainly applicable in industrial nations e.g. transformative<br>-Relatively new in Kenya and spreading into other parts of Africa                          |
| -Amulyoto (2004)                  | -Organizational learning process in selected NGOs  | -Stakeholders<br>-Management<br>-Resources  | -The instrument used in data collection  |

| <i>Author and location</i> | <i>Title of study</i>   | <i>Variables identified</i>   | <i>Critique and Methodology</i>   |
|----------------------------|---|---|---|
|                            | Nairobi   | -Communication  | (telephone) is not reliable<br>-The overall comparison of leadership assumed that all styles are practiced in Kenya which is not true   |
| -Arasa (2008)              | -The value of Performance measurements in strategic planning and implementation | -performance<br>-strategy implementation<br>-organization resources<br>-finance and human resources | -A countrywide survey using questionnaires but only for major manufacturing firms<br>-Leaves out medium and small scale industries which might also indicate the level of strategy implementation success |

\*Authors picked according to thesis and not alphabetical as in APA 6 style

## Appendix V: Matrix for Variables

| <b>Dependent Variable</b>                  | <b>Previous Authors</b>   | <b>Focus of study for measurement</b>   |
|--|---|---|
| Effective Strategy Implementation (Action) | <ul style="list-style-type: none"> <li>- Robinson and Pearce (2004)</li> <li>- Lufthans (1992)</li> <li>- Aosa (1992)</li> <li>- Mulube (2009)</li> <li>- Korten (1990)</li> <li>- Amukobole (2010)</li> <li>- Mintzberg (2004)</li> <li>- Leting (2009)</li> <li>- Awino(2007)</li> </ul>                          | <ul style="list-style-type: none"> <li>- Structures of implementation</li> <li>- Feedback mechanism</li> <li>- Success/failure rate of implementation</li> <li>- Review mechanism</li> <li>- Review frequency</li> <li>- Adherence to timeframe</li> </ul>          |
| <b>Independent Variable</b>                | <b>Previous Authors</b>   | <b>Focus of study for measurement</b>   |
| Leadership                                 | <ul style="list-style-type: none"> <li>- Taylor (1994)</li> <li>- Senior and Flemming (2006)</li> <li>- Lufthans (1992)</li> <li>- Aosa (1992)</li> <li>- Mulube (2009)</li> <li>- Korten (1990)</li> <li>- Amukobole (2010)</li> <li>- Mintzberg (2004)</li> <li>- Leting (2009)</li> <li>- Awino(2007)</li> </ul> | <ul style="list-style-type: none"> <li>- Policies and procedures</li> <li>- Responsibility for strategy implementation</li> <li>- Involvement</li> <li>- Impact/Effect on organization of planned strategies</li> <li>- Timeliness</li> <li>- Challenges</li> </ul> |
| Management                                 | <ul style="list-style-type: none"> <li>- Robbins and Coulter (2004)</li> <li>- Korten (1990)</li> <li>- Letting (2009)</li> <li>- Kelleher (2007)</li> <li>- Aosa (1992)</li> <li>- Robinson and Pearce (2004)</li> <li>- Burnes (2004)</li> </ul>  | <ul style="list-style-type: none"> <li>- Responsibility of management.</li> <li>- Levels of management involved</li> <li>- Consistency with planned objectives/strategies</li> <li>- Alignment with organizational activities</li> </ul>                            |
| Communication                              | <ul style="list-style-type: none"> <li>- Kidombo (2007)</li> <li>- Osoro (2009)</li> <li>- Waweru (2008)</li> <li>- Barnes (2004)</li> </ul>  | <ul style="list-style-type: none"> <li>- Policy communication</li> <li>- Communication styles</li> <li>- Feedback mechanism</li> <li>- Who is responsible</li> </ul>  |
| Organizational Culture                     | <ul style="list-style-type: none"> <li>- Robinson and Pearce (2008)</li> <li>- Ansoff and MacDonnell (1990)</li> <li>- Aosa (1992)</li> <li>- Awino(2007)</li> <li>- Barnes (2004)</li> </ul>   | <ul style="list-style-type: none"> <li>- Values and Beliefs</li> <li>- Communication styles</li> <li>- Culture and implementation of Strategic Plan</li> <li>- Culture and achievement</li> </ul>   |

Stakeholders

- Burbank (1994)
  - Copperrider and Whitney (2001)
  - Freeman (1984)
  - Thompson and Strickland (2003)
  - Johnson and Scholes (2008)
  - Robinson and Pearce (2004, 2009)
  - Kandie (2004)
  - Osoro (2009)
- Responsibilities of stakeholders in implementation
  - Level of involvement in control and Implementation
  - Challenges encountered
-

## **Appendix VI: Non-Governmental Organizations**

The term **non-governmental organization (NGO)** is used in a variety of ways all over the world and, depending on the context in which it is used, can refer to many different types of organizations. In its broadest sense, a non-governmental organization is one which is not directly part of the structure of government. Anheier and Themudo (2002) place the number of internationally operating NGOs close to 50,000, with the number doubling every decade. National numbers are even higher: The United States has an estimated 2 million NGOs, most of them formed in the past 30 years. Russia has 400,000 NGOs. India is estimated to have between 1 and 2 million NGOs. In Kenya alone, some 240 NGOs come into existence every year (Wikipedia, 2009).

International non-governmental organizations have a history dating back to at least the mid-nineteenth century. They were important in the anti-slavery movement and the movement for women's suffrage, and reached a peak at the time of the World Disarmament Conference. However, the phrase "non-governmental organization" only came into popular use with the establishment of the United Nations Organization in 1945 with provisions in Article 71 of Chapter 10 of the United Nations Charter for a consultative role for organizations which are neither governments nor member states. The definition of "international NGO" (INGO) is first given in resolution 288 (X) of ECOSOC on February 27, 1950: it is defined as "any international organization that is not founded by an international treaty". The vital role of NGOs and other "major groups" in sustainable development was recognized in Chapter 27 of Agenda

21, leading to intense arrangements for a consultative relationship between the United Nations and non-governmental organizations.

Globalization during the 20th century gave rise to the importance of NGOs. Many problems could not be solved within a nation. International treaties and international organizations such as the World Trade Organization were perceived as being too centered on the interests of capitalist enterprises. In an attempt to counterbalance this trend, NGOs have developed to emphasize humanitarian issues, developmental aid and sustainable development. A prominent example of this is the World Social Forum which is a rival convention to the World Economic Forum.

### **1.1.1 Definition of NGO**

It has increasingly become difficult to define a Non-Governmental Organization (NGO). With the changing environments within which these organizations operate, they have probably become more amorphous and of many faces than life itself. In their quest for survival some organizations have gradually evolved into registered profit-making entities, while others have registered and disguised as NGOs only to engage in profit-making while they enjoy the corporate goodwill and tax benefits from the governments, especially where governmental regulatory procedures are weak.

At a deeper level, most NGOs are still confused about their identity. They have always been both market-based actors, providing services at a cheaper price than the

commercial sector, and social actors, representing particular non-market values and interests in the political process (Edwards & Fowler, 2002).

USAID refers to NGOs as *private voluntary organizations*. However many scholars have argued that this definition is highly problematic as many NGOs are in fact state and corporate funded and managed projects with professional staff.

Nongovernmental organizations, or NGOs, are generally accepted to be organizations which have not been established by governments or agreements among governments. According to Harold Jacobson, author of one of the established texts in international organization, NGOs, like intergovernmental organizations (IGOs), have regularly scheduled meetings of their members' representatives, specified decision-making procedures, and a permanent staff. Their members are usually individuals and private associations, rather than states, and they may be formally established networks of other organizations. A wide variety of NGOs function in intractable conflicts. These include conflict resolution NGOs, as well as those in humanitarian assistance, development, human rights, peace building, and other areas (Stephenson, 2005).

The Non-Governmental Organizations Co-ordination act, 1990 (no. 19 of 1990), amended through the Kenya Gazette Supplement No. 85 (Act No. 8) 23 October 1992, defines a “Non-Governmental Organization” as *a private voluntary grouping of individuals or associations, not operated for profit or for other commercial purposes but which have organized themselves nationally or internationally for the benefit of the public at large and for the promotion of social welfare, development, charity or*

*research in the areas inclusive of, but not restricted to, health, relief, agriculture, education, industry, and the supply of amenities and services.*

Unlike governmental or public institutions, NGOs are not obligated to serve anyone who is eligible for assistance. Instead they define their constituency from time to time (how large or diverse a public they should serve). They must articulate a clear public service mission statement that defines what the organization is and what it has been set up to do but to state these things in such a way that the organization can evaluate its success in carrying out this mission over time (Wolf, 1990).

NGOs can and do make money in the same way profit-making entities do, but unlike them, the money made must be directed toward the public purpose for which the organization was set up, held in reserve or turned over to another organization with a public purpose. An NGO is hence neither in the profit sector nor in the public sector but sits somewhere between the two, allowing it great flexibility in its operation – concomitantly requiring great skill in its management (Wolf, 1990).

### **1.1.2 The Role of NGOs**

NGOs exist for a variety of reasons, usually to further the political or social goals of their members or funders. Examples include improving the state of the natural environment, encouraging the observance of human rights, improving the welfare of the disadvantaged, or representing a corporate agenda. However, there are a huge number of such organizations and their goals cover a broad range of political and

philosophical positions. This can also easily be applied to private schools and athletic organizations. In the early 1990s there began to be a recognition of the importance of NGOs. NGOs were found to have closer ties to on-the-ground realities in developing countries and, perhaps more important, to be able to deliver development aid considerably more cheaply than states or intergovernmental organizations (Stephenson, 2005).

Most countries have realized the importance of not-for-profit organizations, and in particular non-governmental organizations (NGOs), in complementing the government in providing the primary essential services (Kinyanjui, 1985; Burbank, 1994; Dees, 1998).

As the UN Secretary-General's 1998 report stated, "In terms of net transfers, non-governmental organizations collectively constitute the second largest source of development assistance." An article in the New York Times just before the UN Conference on Environment and Development in 1992 cited development successes by NGOs such as the Trickle-Up Program (an international Revolving Fund whose mission is to empower people living on less than a dollar a day to take the first steps out of poverty, providing them with resources to build micro-enterprises for a better quality of life), and stressed their low costs and high impact. NGOs also began to play a role in humanitarian assistance in conjunction with peacekeeping missions. They began to be referred to increasingly in UN resolutions, and some even began to meet informally with members of the UN Security Council to coordinate actions in emergency situations.

NGOs also matter in intractable conflicts. NGOs play a variety of both positive and negative roles, from conflict resolvers doing Track II diplomacy, to development aid and humanitarian assistance, which can exacerbate or reduce conflict, to human rights advocacy, to election monitoring, to disarmament and environment work. Mary Anderson has stressed the importance of both development aid and conflict resolution organizations being sure, first of all, to do no harm (Stephenson, 2005).