

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

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DECLARATION

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

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DEDICATION

This thesis is dedicated to my family members who were an inspiration towards my education and my friends. I appreciate their spiritual and material support that they accorded me as I worked on this thesis. Thank you and May the Almighty God bless you all.

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Much gratitude goes to the researcher's supervisors for their tireless effort in guidance, advice, support and constructive criticism throughout the thesis writing. Special thanks also goes to my supervisors Prof. Felix Mwambia and Dr. Bernard Baimwera for their support, advice, guidance and their continuous evaluation and supervision of my work. I would also like to extend my gratitude to the administration of the Kenya Methodist University through the university's library and the library staff that enabled me to access the various materials used in compiling this work. Special attribute goes to my class members and friends who through their persistence, assistance and hard work saw the achievement of this study. Finally, I would like to give my most special tributes to our Almighty Lord for all His blessings.

ABSTRACT

A strategic business plan is a framework the institutional leadership utilizes to ensure establishment of market advantage, enhances functions efficiency, helps attract and retain clients, enable successful competition and realization of institutional goals. Upon their creation, strategies must be implemented to avoid being rendered irrelevant. This study is intended to establish features impacting strategic plan implementation within NGOs based in Kenya. The study concentrated on the degree institutional tradition impacts on strategic plan implementation, and the degree communication impacts on strategic planning. The analysis aims to contribute towards the management and supervision of non-governmental institutions across Kenya; helping them with the formulation and modeling of desirable schedules for identification and resolution of problems hindering implementation of strategic business plans.

A conceptual framework has been presented to show the relationship between the variables of the study. The resultant effect is an easier path towards the realization of desired results and secures prolonged relevance in a dynamic and complex setting; positioning the institutions well for competition going forward. The analysis employed a descriptive study model and the existing NGOs in Kenya formed the study group. In attaining the appropriate sample size, the Yamane formula was used to reach a sample size of 52 non-governmental organizations from a total size of 702 non-governmental organizations. Collection of data was achieved by the use of questionnaires. Analysis of data employed qualitative and quantitative techniques where Statistical Package for Social Sciences (SPSS version 21.0) analyzed descriptive statistics like percentages and frequency. The result indicated that, collectively organization communication has the highest positive influence on strategic plan implementation, followed by organization culture, organization leadership and organization structure. Individual significance of the predictor variables was tested using t-test. The findings reveal that organization communication, organization culture, organization leadership and organization structure were individually statistically related to strategic plan implementation $p\text{-value} < 0.05$. The study concluded that, predictors individually and collectively influence execution of strategies. The findings are expected to be of value to the management and decision makers to form a basis for improving implementation of strategies. Furthermore, studies can be done to other variables which influence implementation of strategic plans which were not considered in this study or the same variables to different populations, locations and other sectors of economy in Kenya.

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ABBREVIATIONS AND ACRONYMS

CEO	Chief Executive Officer
NGOs	Non-Governmental Organizations
SPSS	Statistical Package for Social Science
YWCA	Young Women's Christian Association of Kenya

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In today's world the nature of business has become very competitive. This forces all business implement use of strategic plan. This is because firms ply their existence through an open system and this affect external conditions largely beyond their control. Since 1990, global business environment has evolved. This change has made companies realize new realities in the form of new business opportunities for growth and, at the same time has exposed them to new competitors. This has made companies innovate and introduce many resources in devising new effective strategies to take advantage of the new opportunities, while protecting their market positions, which are very important to their continued economic existence. (Pearce & Robinson, 2011)

According to Johnsen (2015) the profile of strategic planning involves processes utilizing planned arrangement and intensive analysis to create, adopt and guide a plan, finally documenting institutional targets. Any positive strategy formulation starts with an imagination of the entire status of an institution, capturing its current standing and identifying platforms that may promise growth going forward. According to Qarashay and Alzu'bi (2018) this first stage allows the leadership to establish the blueprint of the institution; a crucial role of establishing a blueprint is that it provides the institution with some basic form of identity and a path for success, making it distinct from rivals working within the same area.

There is a demand by strategic planning for recognition of every leadership based on the organizational structure. Majority of the formulation should be left to the senior leaderships since they are vastly knowledgeable. Thompson and Strickland (2012) maintains that it is important for this process to be inclusive, with the leadership embracing a facilitatory role helping the departmental heads in the formulation of plans by establishing the institution's key targets and availing utilities key in the identification of plans driving the realization of these targets.

The contribution of strategic planning is significantly felt whenever there is constant conflict of preferences. There should be certain objectives in place towards a process to indicate efficiency levels apart from strategic thinking for prolonged success. The presence of extensive schedules at the leadership level and certain schedules at the implementation stage, addition of quality control improves attention and procedures. There are a number of variances with regards to planning with their classification mainly based on point of adoption, institutional level handling the strategy, processes undertaken in the strategy and the basic features or role of the strategy. Even with these variances, the important focus should be certainly on a properly detailed strategy with key objectives and targets (Qarashay & Alzu'bi, 2018).

Based on the nature of institutional organization, the group adopting the plan often is an inclusive group different from the formulators. Within big and established firms, the group charged with the adoption of a plan includes the leadership of certain divisions as well as heads of key business units; their role is to cooperate with the junior workforce to enforce the extensive adoption plans. Departmental heads establish strategies for certain areas and units. Thus all the departmental heads, supervisors and junior staff include to some extent in the execution of the entire plan (Wheelen & Hunger, 2010).

It is critical to note that operational processes traditionally linked with undertaking the role of an institution are largely being contracted since it offers a reduction on the production costs. This makes it important for the management adopting strategic business plans to pay attention to institutional processes integral to the firm's market edge and identify external parties to offer supplementary services important although not linked with the firm's integral operations. Song et al. (2018) contend outsourcing decisions affect marketing schedules, commodity modeling, among others.

The concept of Strategic Plan Implementation

The term "strategy implementation" has been used to refer to the entire set of processes and determinations desired so as to adopt a strategic blueprint. This is an activity where goals, plans and frameworks are practically effected as a result of creation of systems, allocations and procedures. Despite implementations succeeding strategy formulation, they still are an integral component of strategic management. Case of poor strategic results has been dominantly linked to

poor execution. An instance is analyses indication over fifty percent of business acquisitions failing to meet their intentions; with 1 out of 4 acquisitions failing in their mission (Wheelen & Hunger, 2010). The management has the responsibility of effecting the formulated plan in the institution. A strategic blueprint formulated by an institution advances the way plans ought to be effected. The strategies can't work by just their presence since they just express intention; it is the role of implementation to actualize the expression. According to Makanga (2017), the strategy must pass through, implementation.

An integral part of businesses as well as their processes is strategic business plan. Normally, a strategic business plan is a framework the institutional leadership utilizes to ensure establishment of market advantage, functions efficiency, attraction and retention of clients, successful competition and also realization of institutional goals. Upon their creation, strategies must be adopted to avoid them rendered irrelevant. After formulation, strategies need to be implemented otherwise they will become useless to the organization. The organization needs to continuously evaluate its success in implementing the particular strategies that it formulates. The institution is left with the responsibility of determining the adoption obstacles and the resolution plan.

According to Agwu (2018), some of the aspects that must be considered during implementation include; yearly goals, frameworks, utility distribution, conflict management, institutional structure, institutional tradition and resistance to change management.

In short, strategic implementation is an activity actualizing strategies to realize desired goals. Precisely, a strategic plan is an expression captured in a publication laying out the programs the institution intends to undertake to realize its objectives although remains irrelevant without adoption. It is from implementation that the institution's strategies happen.

The functional processes supporting adoption of plan are among the important roles which ought to be conducted in every functional area, this include; marketing activities, accounting, production, innovation and the management of labor to offer the business commodities. Basically, functional processes transforms strategy into functions linked with the attainment of temporary goals. Each operation within an institution implements, every activity in a company functional tactics supporting the business plan and enables the realization of key goals. Compared to business plans, functional tactics appear more centralized. As business strategies offer basic guidelines, functional

tactics determine functions to be carried out in every functional area therefore enabling heads to focus on us the temporary goals desired (Boyne & Walker, 2014).

As a company, Microsoft Inc. United States of America initially identified the great promise of cloud computing in the year 2007 even with the practice still being not common. As a result of their evaluation plans, the company envisioned the growth and utilization of cloud computing being generally immense and financially productive, (Melissa et al., 2017). In the Middle East a case of pharmaceutical findings determined that operational features like utility accessibility, institutional organization, communication, and control and review analysis greatly impacted strategy adoption success. Additionally, utility accessibility was identified as the most impactful feature with feedback analysis and communication closely following. Effective strategy adoption practices call for the management of key players relations so that the institution is directed properly in a desirable implementation of the plans aligning with the strategic directions.

Eastern Europe and China despite the political turmoil, provides greater business openings as a result of reduced cost of labour and new markets for exploitation. For example many companies acquire much of their labor from emerging nationals such as Indonesia, India, Mexico or Chile where wage rates are relatively low. Institutional leadership must pay attention to promising openings available in the global world. In the end, the plans the leadership implements impact the institutional results. Key plans ought to have the consideration of internal and external players showing increased demands. As a result, other plans may be formulated considering the opportunities present in global markets. According to Omboi and Mucai (2012) the important concerns linked with adopting plans will be different across territories as a result of variations in international contexts.

According to Ngozi and Ifeoma (2015) study in South Africa concerning factors affecting strategic plans implementation, the study considered that absence of sufficient monetary ability was the most significant factor impacting strategy implementation, closely followed by poor structural organization that hinders effective implementation of strategy, reduced market analysis, undesirable frameworks and change resistance, in that order. These challenges remain the main obstacles towards strategy implementation. Research studies report implementation of strategy to be increasingly expensive and a difficult task compared to strategy adoption. Strategies developed skills to formulate strategies well but when it comes to implementation. , there much more left to

be cleared. For instance, a consulting agency's report concluded that eight out of ten companies failed to deploy strategies very effectively. A study in Indian context done with 145 managers working in companies in and around Delhi attempted to uncover the reasons why strategy implementation is always unsuccessful. The study listed most frequently cited reasons of which the major ones are inadequate management skills, poor comprehension of roles, inadequate leadership, ill-defined tasks and lack of employee commitment.

Kenyan Perspective

In Kenya, non-governmental organizations problems like experiencing lack of manpower, limited financial assistance due to donors withdrawing their support, short range of objectives, yielding to political influences and corruption has become a challenge in the management of the non-governmental organizations. Due to the role NGOs play in the economy it is important that they are made survive, the whole process of strategy formulation and implementation. Omboi and Mucai (2012) argues that poor leadership conduct due to critical reasoning have an impact on rewards and recognitions in an organization which are termed as insignificant in motivation process of an organization. In order to an achieve a positive employment relation, compared to intrinsic motivation, the leadership should ensure they adopt physical rewards. In order for an institution to positively adopt its plan, they must check the presence as well as connections of every dimension of the institution (Mbithi, 2016). The institutional leadership ought to ensure existence of proper communication to allow effective articulation of concerns, this leads to realization of key plans, tradition and strategy.

NGOs Profile in Kenya

Aoko (2016) defines NGOs as any institution receiving funding from global players in order to undertake their plans like medical care, educational programs, local business funding, social programs and innovation. NGOs don't fall under state corporations and as a result are basically autonomous. Even with their profile possibly including profitable institutions, the operations are linked to communal, environmental as well as legal advocacy with zero interests on making profits. Mbithi (2016) advances that these institutions normally depend on funding from external players and are therefore non-profitable. According to the laws governing the management of NGOs, specifically the NGOs Co-ordination Act of 1990 No. 19 that had an amendment passed by the

Kenya Gazette supplement No. 85 (Act No. 8 23 October, NGOs remain to be autonomous entities run by groups or unions without a single goal on profitability but rather looking to transform the societal standards socially, economically and culturally.

The registration of non-governmental institutions in Kenya is as a result of Rule 4 of section 10 of the societies Act. Some of the other words similarly used with regards to NGOs are; the civil society, private voluntary institutions, among other. The main role of non-governmental institutions is to offer a complementary role to the state's service delivery program, where in their undertaking they might have opposing views with the state's plans or thinking. A common ground on conflicting issues between the two results into an inclusive process for plans formulation and adoption. Aoko, (2016) advances that eventually; NGOs have a contribution towards the state's planning processes from their contribution during strategy creation and execution.

1.2 Problem Statement

According to McNamara (2010) institutional strategy practice is idle within the institutional leadership. This is because leaders fail to adopt possible plans captured in the publication.

A study by Aosa (2008) on the African context showed most institutions create key schedules with little implementation afterwards. This analysis intended to explore features impacting execution of strategic plan in NGOs within Kenya, focus being on stages of strategic plan implementation like the institution's business objective, environmental scanning, determination of key concerns, plan determination and establishment of adoption, monitoring and supervision structures. Majority of non-governmental institutions experience similar hardships like; insufficient resources, organizational and capability challenges in the form of bad management during implementation of the business strategy. Without their implementation, strategic plans remain to be publications with little to offer.

This study contributes to implementation of strategic plan literature by studying the factors influencing implementation of strategic plans and how organizational leadership, communication, organizational culture and structure influences it. This research will enable an improved strategic plan implementation needed in many organizations either for survival in the markets or to be market leaders. Njeri (2017) asserts that an organization ability to successfully implement its strategies will enable the organization overcome its obstacles in the market. It is an uphill task for any management team to formulate a workable consistent strategic plan. Unlike strategy

formulation, strategy implementation is often seen as something craft, rather than a science, and its research history has previously been described as fragmented and eclectic.

A number of analyses continue to be recorded on the association among strategic planning and the institutional results of NGOs in Kenya. A study by Mutoria (2009) examined the diverse strategic planning traditions and their effect on institutional outcomes. An analysis by Aosa (2008) explored strategic planning, workforce involvement and institutional outcomes within the insurance sector in Kenya. Another study by Omolo (2018) examined the workforce's view on the impact of strategic planning towards institutional outcomes at the Foreign Affairs Ministry in Kenya. Rajasekar (2018), did a research and focused on factors affecting effective strategy implementation in a service industry. Little or no studies exist on the features impacting adoption of strategic business plan within NGOs based in Kenya. Based on this awareness, to bridge this gap, this analysis sought to explore this area and provide an in-depth analysis on the adoption of strategic plans across NGOs, with special focus being on NGOs based in Nairobi.

1.3 Objective of the Study

This study was guided by one general objective and four specific objectives as follows:

General Objective

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

Specific Objective

- i. To determine the extent to which organizational leadership affect strategic plan implementation in Non-Governmental Organizations in Kenya.
- ii. To establish the extent to which organizational culture affects strategic plan implementation in Non-Governmental Organizations in Kenya.
- iii. To find out the extent to which organizational structure affects strategic plan implementation in Non-Governmental Organizations in Kenya.
- iv. To analyze the extent to which communication affect strategic plan implementation in Non-Governmental Organizations in Kenya.

1.4 Research Questions

- i. To what extent does organizational leadership affect strategic plan implementation in Non-Governmental Organizations in Kenya?
- ii. To what extent does organizational culture affects strategic plan implementation in Non-Governmental Organizations in Kenya?
- iii. To what extent does organizational structure affects strategic plan implementation in Non-Governmental Organizations in Kenya?
- iv. To what extent does communication affect strategic plan implementation in Non-Governmental Organizations in Kenya?

1.5 Significance of the Study

There's significance in conducting as it intends to establish the extent to which strategic plan implementation is affected by the leadership style adopted by an organization, culture, structure and communication. The deductions from the analysis will greatly benefit a larger pool as detailed below.

NGOs

With regards to the management of non-governmental institutions in Kenya, the review will offer a platform to gather awareness in relation to the formulation and modeling suitable plans in the determination and resolution of concerns arising during adoption of strategies in order to realize established benchmarks and secure prolonged relevance critical for their success.

Academicians and Researchers

The outcome of the study will inspire more studies by the academia and investigators with the aim of additionally exploring this area deeply; there will also be addition of awareness to the existing information on the adoption of strategic plan. From the review, additional areas for future analysis are proposed and this could also contribute significantly to providing additional information on the adoption of strategic plans.

Policy Makers

Policy formulators within the NGOs sphere would greatly benefit from the presentation of the study in enabling effective adoption of strategic plan non-governmental institutions. Deductions from the review will act as a reference point for the NGOs in their management. The study terminations as well as proposals will enable policy formulators develop implementable plans that

can transform the success of an institution. The result is an assurance of realizing increased performance levels during adoption of plans by the institutions and the project leadership.

1.6 Scope of the Study

Processes within strategic planning are normally evolving and extensive. There is great significance for non-governmental institutions' normal programs and roles complement the processes leading to successful adoption of strategic plan. The analysis thus intended to determine features impacting the adoption of strategic plans across NGOs in Kenya. Nairobi acted as the preferred geographical location, with focus being on the identified NGOS based in the region. Activities around strategic planning as well as adoption are diverse and this therefore calls for an in-depth analysis of features impacting adoption to be analyzed. Despite this, the most commonly proposed aspects for analysis are; institutional tradition, communication, institutional leadership and institutional structure. The study was therefore limited to the four factors.

1.7 Limitations of the Study

A number of constraints limited the study capability. One of the main concerns remained to be insufficient resources which did not enable a thorough review of the topic, especially with the extensive nature of the study and the expectation by the school for an excellent publication. Thus, there was a fund sourcing initiative before commencement of the study from colleagues and family members; this enabled the development of the study budget and an allocation for each item during the study process. Other constraints included; lateness in response submissions, poor response quality and also poor response rates due to the extensive nature of data desired from the planning leadership although most of them reported unavailability and delegated the whole exercise. Thus the end product could either be reduced information standards as well as relevance.

1.8 Delimitations of the study

This study was carried out in non-governmental organizations in Nairobi country. The main aim of the study was on how strategic plan was implemented and factors influencing its implementations. Participants of the study were the employees. A number of factors being the influencer of strategic plan implementation in organizations, this study only focused in organization structure, culture, communication and leadership only.

1.9 Definition of Key Terms

Organization leadership refers to the capacity to speculate, foresee, as well as empowering groups to develop key changes if desirable. Being diverse in makeup, strategic leadership entails leadership through delegation, controlling a whole unit instead of smaller units, and realigning with the dynamics present in the business world (Hitt et al., 2008)

Organization culture this refers to the tradition of common principles being espoused by the entire workforce of an institution. It is a reflection of the principles and standards of the management approach, and to some extent is grounded on the earlier practices of the HR department like employment, job trainings and workforce motivation.

Organization structure the institutional structure refers to an institution's established communication channel, processes, authority as well as choice determination plans. Hitt, et. al. (2008) advance that an institution's structure details the roles to be undertaken and the manner to it depending on their established strategic plans.

Communication basically involves processes around channeling of information across individuals or groups with the intention of realizing certain goals.

Strategy implementation this refers to the process of allocating ample utilities, labor, time and creating a channel of processes to utilize the established plan. According to Rotich and Odero (2016) this entails delegating certain roles to a person or different groups.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter discusses and explores analysis as well as important theories from which the study is grounded on. It also gives in summary research work from other researchers done on the same research field of study. It additionally establishes the conceptual framework, reviewing the dependent and independent factors. Areas covered in this chapter are, Strategic plan implementation, leadership and strategic plan implementation, organizational culture and strategic plan implementation, organizational structure and strategic plan implementation, communication and strategic plan implementation, research gaps to try and bridge the gap on factors affecting strategic plans implementation in non-governmental organisations in Nairobi county.

2.1 Theoretical Review

According to Cerin and Leslie (2008) organizational arrangements strategy and form strategic planning. The purpose of coming up with strategic planning was the intention to create a platform to enable institutions foresee and plan for an effective response to deal with the changes in the dynamic markets. It is a unique form of choice determination activity with some unique features. Most HGOs have shown to have embraced some strategic planning practices in their operations. The principles supporting the study include; the stakeholder theory, the resource based theory and lastly the behavioral theory.

The Behavioral Theory

It is from Barney and Ouchi (1986) that the determination to place behavioral theory a component of institutional financial aspect to strategic management was reached. Additionally Nelson and Winter (2002) advances that the principle is still a critical component of the transaction cost theory; serving further as a foundational piece of evolutionary business and the dynamic capabilities theory. The behavioral concept pays a lot of attention to the activities around forming entrepreneurial determinations and details manners institutions can better form determinations. Based on Cyert and March (1992), aspects of the behavioral concept could be critical to the complex organizations and economic theories. Institutions ensure that the top leadership has power to rule and impact their subjects. Institutions impact the scope of knowledge and plans formation.

The theory captures institutional conduct, which is the desire an institution shows towards meeting its roles. Labour has a significant contribution in the manner an institution conducts itself; the workforce commitment is influenced by opinions, inspiration, and guidance. The theory thus impacts the manner strategic plans and adoption occurs, for instance leadership changes has the ability to initiate a change in human behavior. The end result of strategic plan and its adoption is a behavioral change by the workforce with regards to acceptance or rejection of the plan. A critical component of the study as well as an independent variable is communication. The motivational factor has a contribution on the success of strategy adoption, since it ensuring increased input from the workforce.

Resource-Based Theory

In the business aspect, the resource based concept is applied in explaining the associations among utilities, business rivalry and financial results entailing the examination of product duplication, suitability of research success, significance of market information towards establishing better results compared to rivals. All these factors lead to the term “resource-based view of the firm.” Still, the effects of the theory with regard to strategic management still remains undetermined as a result of numerous roles without a common inclusive structure and reduced efforts towards developing the real results of the concept. The resource based principle recommends a suitable plan during the creation of strategy integrating certain common grounds based on strategic planning publication. The plans are made up of analysis of the institution’s utility pool, an evaluation of the institution’s ability, analysis of the institution’s turnover ability, selection of a plan and extension of the institution’s utility scope (Rumelt, 2011).

Robert (1991) define strategy as "the match an organization makes between its internal resources, skills, the opportunities and risks brought about by its external environment. For example, Michael Porter 's analysis of industry structure and competitive positioning and the empirical studies viewed in the PLMS project.

Strategy, firm's resources and skill s has suffered has been neglected. Most of the research which have been done on strategic implications of the firm's internal environment has dealt with issues of strategy implementation and analysis of the organizational processes through which strategies emerge.

In recently there has been a resurgence of interest in the role firm's resources has on foundation of firm strategy. This interest reflects dissatisfaction with the static, equilibrium framework of industrial organization economics that has dominated much contemporary thinking about business strategy and has renewed interest in older theories of profit and competition. This is in association with Edith Penrose writing. There has been advancement in corporate strategy level, theoretical interest in economics of scope and transaction cost. The cost has focused attention on the role of corporate resources in deciding the industrial and geographical boundaries of firm's activities. When the business is at the first level, explorations of the relations between resources, completion and profitability includes, analysis of competitive imitation, competition and appropriability of returns to innovations

All these together contributes to the amount termed "the resource-based view of the firm." As yet, however, the implications of this "resource-based theory" for strategic management are unclear for two reasons. First, these contributions lack a single integrating framework. Second, little effort has been made to build the practical implications of this theory. The purpose of this article is to make progress on both these fronts by proposing a framework for a resource-based approach to strategy implementation which integrates a number of the key themes arising from this stream of literature.

Stakeholder Theory

The analysis additionally borrows from the stakeholder theory, which according to Donaldson and Preston (1995) advances that each person or groups engaged with the processes of an institution has an eye on securing gains, and that the preference on the goals of every player may not be easily noticeable. There is additional argument that the theory is elaborative and fundamental, appearing to be largely a fundamental normative. The profile of stakeholder involves an individual or group showing common desires and the desires are intrinsic in nature. The theory adopts a managerial manner since it proposes opinions, systems and traditions and calls for critical be maintained towards the desires of every key player. According to Bonnafous-Boucher and Rendtorff (2016) the theory from its conception has established its applications as realistic and important principle linked with strategy, a demonstration captured by existing publications.

Pérez and Ignacio (2016) argues that the theory is a reflection similar to “management of management” with the leadership being a convincing responsibility with presentations on development of wealth. Basically, presenting co-corporate management to being more than standards expected from boards of directors, to involve management covering every processes guaranteeing financial institutions returns on investments, at the same time ensuring the management and key players don’t appropriate higher figures.

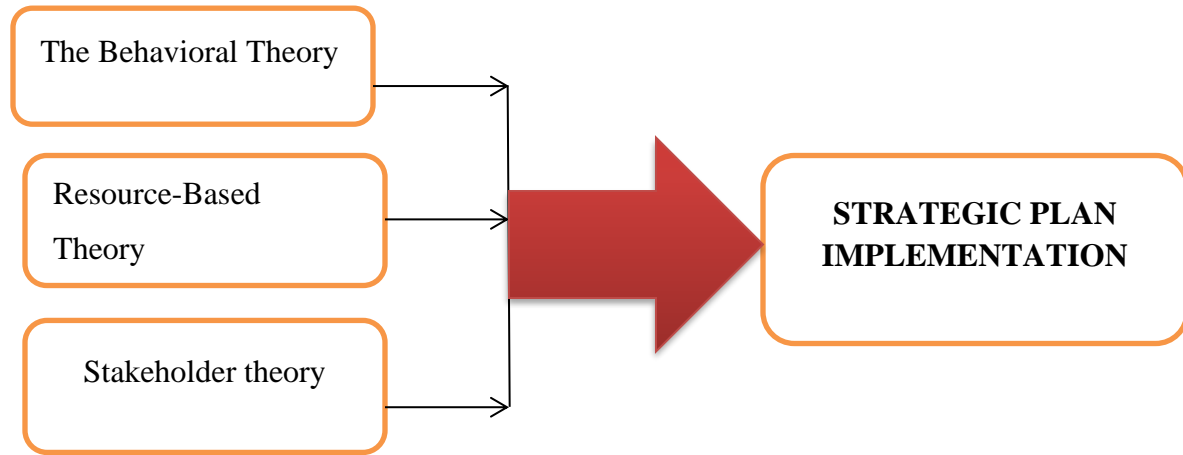
Some reviews covering the stakeholder concept have focused on the contribution of external components impacting institutional behavior towards key players. Their argument is that since institutions operate across regions and markets different from each other processes are importantly limited. The network structure of the actors, surrounding a firm effects how it behaves toward them and the patterns of resources dependencies and group identities impact upon how and when stakeholder groups act to influence the behavior of these firms.

There is an entire course in business schools on strategic management, a practice that came up in the 20th century with institutions having “business policy” as a course. According to Learned et al. (1965) strategy is made up of; market opportunity, institutional capabilities and utilities, individual principles and desires and accepted responsibilities to the community apart from key players. According to (Barney et al, 2011), there is some acknowledgement of external responsibilities going beyond the ones linked with to the stockholders, offering a suggestion on the role of principles and an objective.

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

Figure 2.1

Theoretical framework



Source: Researcher 2021

2.2 Empirical review

According to Sekaran and Bougie (2010) empirical studies refer to the analyses deriving their insights by way of observations or experiments to analyze a situation. From the study, a number of opinions and thoughts have been advanced so as to analyze or debate views with respect to the subject under review.

Strategic Plan Implementation

There is constant demand from strategic plan calling comprehensive data processing ability as well as the ability functional flexibility founded on non-routine innovation. In planning, strategic management comprises of environmental assessment for competition management and structurally establishing key plans. Consistent effort on this leads to the institution to realize perfection on functional processes and traditions. The efforts boost's the institution's inertia.

Further, significant variations in indication as well as the regulatory structure are commonly observed. Key to the idea of planning is a comprehensively developed manner of choice determination founded on common practices and evaluation approaches. Regular practices during are desired towards an efficient analysis assessment by the institutional leadership. Within international institutions, planning becomes a difficult task as a result of the nation's perception of work, indications, and also by variations on government law on data policies. According to Pearce

and Robinson (2011), despite these concerns being component of the international markets, instead of the result of bad leadership, their resolution is achieved from an increased focus on strategic planning.

Strategic planning is significantly a role of the institutional leadership and not the responsibility of the junior workforce. Planning activities call for the leadership to assess return on investments as well as their significance towards the monetary desires, shaped by the characteristic of the market and the conduct of rivals. Walker (2007) advances that strategic planning goes beyond the senior institutional leadership and authority, no institution may achieve success in strategic planning without the input and support from the Chief Executive Officer. The desire for prolonged relevance places increased attention of effective leadership that entails strategic planning. Despite this, according to Henry and Evans (2007) strategic planning processes fail anytime adoption is not properly conducted.

Even with opposing arguments, analysis has been showed to enable institutional leadership make informed determinations. An analysis examining the findings of twenty six researches concluded that averagely, strategic planning positively impacted institutional results; another analysis of 656 institutions concluded organized planning approaches as well as present plans are a component of successful strategy formation and that in order to achieve positive results in strategic planning, the senior leadership ought to think beyond competition with business rivals to also envision what the future holds. Jones and Melissa et al. (2017) advances that they may include departmental heads during the planning phase, and win in the competitive market by focusing more on the strategy intention.

A study by Aosa (2008) examining features of creation and adoption of strategic plans in Kenya”, reviewed fifty one established industries. After data collection and analysis the investigator concluded that leadership greatly impacted strategic plan creation and adoption. There was a further presentation that any successful adoption process must have a common practice to traditions and communication, ensuring the communication structure supports the process.

A study conducted by Awino (2007) explored the influence of certain factors towards institutional outcomes; the analysis focused on forty nine established private insurance companies in Kenya with data collection involving the use of questionnaires and interview processes. The study

deductions showed leadership and tradition greatly impacting institutional outcomes. The investigator came to a conclusion that monetary and non-monetary indicators were impacted differently.

According to Njagi and Kombo (2014), for firms to survive and secure any degree of market advantage over competitors, there must be successful implementation of plans. A common negative aspect of strategy projects has always been failure, with the reason for failure being greatly linked to poor implementation. Institutions recording success in their outcomes will be the ones having desirable strategies being backed up by successful implementation.

Leadership and Strategic Plan Implementation

Strategic leadership refer to one's ability on anticipation, prediction and flexibility maintenance and empowering individuals or groups to develop key plans desired and diverse in form. Strategic leadership basically entails leadership through delegation, directing an institution towards meeting its objectives. Successful strategic leadership significantly impact the conduct thinking and attitude of subjects under them. The capacity on attraction as well as management of a diverse group of individuals could be the crucial skill of strategic leaderships', more so due to the absence of skilled labour limiting firm grouse. Globally, leaders are increasingly honing the strategic leadership ability. Normally institutions come up with successful strategies, this therefore calls selection of a possible successors then supporting their efforts to develop competences needed for a Chief Executive Officer's job.

The approach desired with regards to strategic leadership direction is so important with the priority of a strategic leader impacting the preference towards certain strategic options. The institutional structure, delegation of roles, authority to action, rewarding and recognition structures are all identified and impacted by the strategic leadership. In the end, it controls the efficiency of adoption plan the leadership settles on and authority to action.

Successful strategic leadership anchors effective use of the strategic management process; this is because it is the strategic leaders directing the institution in a manner that they are able to realize formation of the firm's purpose. Based on this, the leadership should be constantly exploring approaches to goals creation, these goals must bring the best ought of everyone in the institution and in the end a guarantee for positive results. Additionally, strategic leaderships support the

creation of desirable strategic processes determining their implementation plan. All these processes lead to the realization of increased market advantage in terms of competition.

Good leadership remains critical for any desirable strategy adoption process. Within a highly competitive setting, a significant role of the strategic leadership remains to offer and articulate the mission clearly (Thompson et al., 2017). The Chief Executive Officer's decision and intended preference to a determined plan impacts the subject's acceptance to the plan adoption. The Chief Executive Officer's individual standards and principles greatly impacts the institution's purpose, strategies as well as prolonged goals. It is so critical to have appropriate leadership at the correct place in order to adopt plans successfully (Melissa et al., 2017). It is the role of the strategic leadership to offer direction to an institution by monitoring realization of prolonged goals and ensuring plans have been identified and properly acknowledged by departmental heads who have the responsibility of adopting the plans (Thompson et al., 2017). Loyalty to the plans by the senior leadership is so critical during the adoption of strategy since the junior workforce borrow a lot from their seniors in matters of strategy adoption. The top leadership's motivation and obvious commitment sends a positive feeling to the junior staff. According to Beer et al. (2008), leadership quality, detailing the various ways the top leadership practices may poor.

According to Rajasekar, (2018). his study intended to determine features impacting adoption of strategies within NGOs in Kenya, attention being on the Africa Platform for Social Protection. The conclusions from the analysis were Africa Platform for Social Protection had competent and established managers showing commitment towards adoption of an institution's strategies. Based on this management approach, majority of the staff had knowledge about the plans, desired results and frameworks to direct the adoption. Thus to significant degree, the institution reported success in the adoption of their 2012/15 strategic plans, with significant number of their desires being realized.

An analysis by Kiindu (2012) examining the aspects impacting adoption of strategies within national non-governmental institutions based in Nairobi reached a conclusion that the common aspects impacting adoption of strategies within these institutions were; substandard communication platforms; reduced commitment by the leadership in strategies adoption, bad governance, insufficient funding, scarcity of labour, market dynamics and donor influence. There

was a proposal from the review for the leadership to always check they recruit a skilled and capable workforce.

Analysis by Mutuvi (2013) investigating features impacting implementation of strategies across non-governmental institutions proposed that for these institutions to positively implement formulated strategies, they must ensure the workforce is properly educated and enlightened. Implementation of strategies was viewed as a single event, instead of a repetitive process.

Organizational Culture and Strategic Plan Implementation

Based on Thompson et al. (2017), even as institutional structure details the manner formulated plans should or should not be implemented, the platform also anchors possible strategies formation and the allocation of roles to individuals or groups with some desired results. The resultant structures are in turn created to integrate all these roles into a complete cycle to realize completion and enable the determination of authority of managers having to adjust certain aspects: the leadership approach, impacted by the strategic leadership, that determines the manner integrate roles are how managers, activities and investments coexist and the manner managers are showing willingness to guidance and reforms (Thompson et al., 2017)

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

Organizational tradition has been shown to have a contribution towards the nourishment and articulation of key principles. According to Melissa et al (2017), this is the institution's pool of principles, faith, and opinions articulated by individuals or groups within an institution and further impact the manner interactions happen internally and externally with key players. The implementation of a developed plan significantly pays attention to structure changes, the workforce and management embrace the desires of the plan (Pearce & Robinson, 2011).

According to Koontz and Weihrich (2012), this is the basic form of conduct, common beliefs and principles the entire institutional group share. This entails education and sharing of awareness, faiths and conduct pattern within a certain period. It implies institutional tradition being solid, with

little room for transformations. The institutional culture is the driver of the institution and determines the preferred mode of conduct.

Institutional tradition is constantly evolving, calling for plans also to be revolutionary in nature to accommodate the changes. There is vulnerability in culture, with constant threats from independent factor far from the control of the firm. Thus the specific approaches an institution has authority over are; coexisting with the change, forming plans and establishing objectives aligning with the change in culture. Culture is largely intangible, defining an institutional bond in nurturing or destabilizing the plan,

Although culture can't be quantified, its influence towards strategy can be assessed and measured. Cultures qualify to be classified as either versatile or static. In the united states of America, publications point manner traditions are flexible and constantly evolving, calling for the plans also to be modified. Application of a similar strategy for a prolonged period renders traditional principles useless, leading to negative results. As a leader in the hotel industry, Starbucks as a firm exemplifies a solid tradition with its strategies reflecting success, with business development being a common theme across the institution. Institutional culture is a great significance, which as captured by employee-base studies can't be underestimated with regard to the communal tradition on strategies. Scholars have indicated community traditions' having some effects towards institutional culture as well as organizational structure; still the results are greatly as a result of the strategies.

A solid institutional tradition allows for the integration as well as coordination internally in an institution. From culture, an institution is able to gain a common identity that directs its processes, roles execution, choice determination and communication. Anytime institutional values are expressed clearly, they can become a person's mode of operation and act as the guide on how they conduct themselves. In order to establish a solid institutional tradition, it is critical for the management to support what it views as good practices. On institutional conduct, emphasis has to be on ethical behavior, since it helps the institution express itself clearly on the ethical expectations expected from the workforce. (Melissa et al., 2017).

When it comes to the belief system, this refers to the entire collection of institutional profiles the top leadership expresses categorically and emphasize in order to articulate common principles, mission and direction for an institution. It guides the key principles of an institution associated

with investment plans. The system is established from a planned utilization of information. There is contribution towards creating awareness as well as recognition of the institution's key principles and enables the junior staff to resolve challenges they encounter along the strategy adoption phase (Thompson, et al., 2017)

According to Bateta and Wagoki (2015), every aspect on the adoption of strategic plans across NGOs based in Nakuru, were greatly impacted by institutional traditions. There some additional affirmation from multiple linear regression calculations indicating every independent factor utilized in the description of institutional tradition explaining around 44 % of the differences in the adoption of strategic plans. Revelations on the specific factors showed the rewarding system having a significant contribution towards the adoption of strategy. Further, it was deduced that behavioral tendencies had a major role during the adoption of strategies across NGOs in Nakuru. Another significant observation was that some characteristics greatly viewed by an institution could positively benefit the adoption phase by institutions.

Based on presentations by Isaboke (2015), institutional tradition impacts the success of strategies adoption across institutions, with the only variance coming from impact each aspect of tradition present. Solid features normally transfer some impact towards the principles desired by an organization as well as the monetary goal. The established values dominant in an organization have a role in driving the attainment of targets desired by the firm. Equally, less dominant values have a responsibility in shaping the conduct of the management as well the workforce. Existing views and judgments on an organization have zero impact during choice determination processes of the management and the workforce. Despite this, the principles valuable to an organization have been largely manipulated by traditions and organizational stories. Institutional culture impact adoption of strategy processes (Melissa, et al., 2017).

Based on Mwaura (2017), historical traditions ought to be practiced since many institutions purpose to excite the client bases through the release of better commodities and researched resolutions existing concerns in order to stay ahead of market competition. It is important for the institutions to motivate instilment of developmental culture because of its increased resilience ability, showing adaptability to external market pressures. As a result, attention must be paid to the leadership of different units since they have a responsibility of providing guidance and encouraging personal choice determination when faced with an operation concern.

Culture has a positive contribution during mission creation and planned thinking. The ability of culture can't be underestimated especially in relation to every dimension of strategic thinking, with a significant effect being during analysis of a plan. Hierarchical culture continues to show increased impact towards aspects of mission creation, structural thinking as well as communication plans. Findings indicated the management ought to improve and emphasis on strategic thinking. With market culture having an effect towards every form of strategic thinking, there is a proposal for the management to emphasize on creativity and innovation by the junior workforce. Practices like collaborations among departments, creation of solid plans, avoidance on superficiality, formalization of structural thinking and perceptions in institutions ought to be embraced forming opinions the workforce on new economies entrance and innovation decisions.

According to Muriuki et al. (2018) their study examining the impact of leadership approaches, institutional traditions, communication and institutional utilities towards adoption of strategies within NGOs revealed: institutional tradition impacts adoption of strategies within NGOs; institutional utilities impact adoption of plans; majority of these institutions had a desirable and successful tradition. The conclusion was that achieving positive culture is through trainings and increased professional standards in meeting the goals of strategy adoption.

Mwajuma (2014) analyzed features impacting successful adoption of strategies within NGOs in Kenya. From significance analysis by the use of correlation and regression analysis, there was a determination of a stable significance within variables and equally measured against the dependent variable. Leadership style, institutional culture, key players and institutional utilities greatly impacted adoption of strategies compared to communication that showed reduced significance scores. A determination was therefore reached that leadership styles, institutional tradition, communication, external players and institutional utilities impacted the success of strategy adoption.

Organizational Structure and Strategic Plan Implementation

For positive results on strategy adoption, a lot rests with the institutional structure in place. This refers to the manner in which different units or departments in an institution are connected or related. The organizational structure details the associations between different authorities and roles. According to David (2011), some of the signals indicating poor organizational structure are; large crowds, increased focus towards the resolution of departmental wrangles, bigger roles to undertake and increased number of failed plans. The institutional structure enables an institution

to determine its processes and the manner of coordination in order to realize the institution's strategic goal. With regards to adoption of strategies, the institutional structure ought to be aligned according to the plan demands. An appropriate institutional structure remains critical towards ensuring the firm adopts its formulated plans. For facilitation of the realization of institutional goals and strategies, institutional structure has a role in coordinating and integrating the roles undertaken by every staff in the institution (Melissa et al, 2017).

From the institutional structure, roles and working units are determined in an institution; detailing the chain of command, duration of rules and channels for reporting, and further including communication structures, collaborations and involvements of departments. Most importantly, roles and individuals ought to be assigned authorities at the initial stage; this followed by grouping of roles into units to enable the institution realize institutional objectives. Within the units and roles, power and mandates must be given.

There is need for proper and solid hierarchy plan to be profiled from level of Board of Directors down to the senior leadership and finally to the working group. Additionally, the ought to detail the duration of practice every one has.

Since the institution has a division of roles and working units, with every section working to realize the goal, proper communication as well as coordination between the roles and working units must be present. According to (Melissa et al, 2017), from integration approaches like; immediate interactions, liaison platforms and divisional teams, awareness on processes, concepts and challenges are successfully captured by the institution.

Analysis by Micha (2015) determined that a centralization structure stagnates adoption of strategies within TELCOs based in Nigeria; with specialization structure enhancing adoption of strategies within TELCOs in nation. Thus it is critical for TELCOs to prefer decentralization of roles in order to allow the middle management undertakes determinations towards successful results on the adoption of strategies.

An analysis by Buuni, et al. (2015) exploring the effect strategic plan adoption has towards institutional outcomes of Hargeisa Water Agency in Somaliland examined 4 variables namely; management, hierarchy, frameworks and processes and utility distribution. Different strategic goals of strategies adoption were reviewed with every aspect showing positive impacts towards the results of the institution. The conclusion from the study thus is management, hierarchy,

frameworks and processes and utility distribution positively affect the results of Hargeisa Water Agency. A number of proposals were advanced from the analysis, such as: the institution must adopt a plan offering platforms for educational training of the workforce. This has the effect of helping the group work as a group and innovatively with processes improving the strategic results. There is need for the company to detail thorough transparency demands to the workforce in order to ensure every utility distribution determination is properly analyzed, further ensure availability of a supervision platform. The end result would be utility distribution determination serving the organizational need

Analysis deductions from Ng'enh (2013) showed institutional structure form having a significant impact towards the commitment of the working group, adherence to rules and realization of societal goals. From the findings, there was also a conclusion that institutional structure form had an average impact towards the achievement of bank communities' desires and the development activities of Kenya's established commercial banks. The major determination was the institutional organization form impacted the success of structure affected the strategies adoption within the sampled financial institutions. The investigator proposed the need for an enhancement of institutional structures from plans like; reforms in communication channels, inclusion of the workforce during choice determination, educational training programs and availability of regulatory platforms linked with strategy adoption.

According to Mburu (2016), the institutional structure is so critical during strategies adoption processes. Important aspects of institutional structure are linked to the institutional model as well as the selection process on the appropriate form of the hierarchy.

Akinyi and Atambo (2016) in their study on strategic factors impacting successful adoption of strategies: a study of NGOs within Migori, Kenya and being guided by these objectives: establish the influence of institutional structure towards adoption of strategies; establish the influence of strategic planners towards adoption of strategies and establish the influence of exchange rate towards adoption of strategies. From the analysis it was concluded that exchange rates, institutional structure and strategy formulators influenced positive adoption of strategies in NGOs within Migori, Kenya.

A study by Wairimu (2016) investigating the features impacting successful adoption of strategies in Telkom Kenya Limited, and being founded on these study questions; does the institution's

institutional structure impact strategies adoption? Does the firm's institutional tradition impact adoption of strategies? Does the institution's research activity impact adoption of strategies? Deductions from the analysis was that institutional structure has increased role during adoption of plans. Important aspects of institutional structure lies are connected with institutional model, the activities on selection of desired institutional structure. Another conclusion was institutional tradition is foundation on the manner institutional dimensions function internally and externally; giving the institution the platform to engage internally and externally with key players, leading to either success or failure of the institution. Additionally, there was a conclusion that research activities are so critical to an institution's development, showing the contribution of managing change in successful adoption of plans.

Njeri (2017) undertook an analysis exploring issues facing execution of leadership strategies within NGOs (a study on Red Cross). An important deduction from the analysis was that there existed numerous frameworks aiding the adoption of strategies but was limited by insufficient utilities, a result of poor resource allocation plans. It also established that leadership processes do not relate with the institution's strategies that have the ability to direct any task in the institution, thereby acting as a major hindrance to successful execution of plans. The observation was that the leadership doesn't prioritize committing to the strategies, eventually resulting to negative results. There is need for the leadership to dominant in all the steps of plan adoption through the allocation of sufficient utilities, developing goals and monitoring the processes.

Communication and Strategic Plan Implementation

Communication has a major role and therefore ought to be greatly considered during strategy adoption. Even with publication detailing the significance of communication during the adoption of strategies, proper communication with the working group is often postponed up to the point adjustments are ready. There ought to be regular communication to the workforce on new demands, roles and processes to be undertaken by those implicated in the changes.

Deductions from an analysis by Littlejohn (2011). showed proper communication being a significant aspect during the adoption of plans. A failure in communication with the workforce breeds a possible ground for hearsay and intimidation in an institution; the workforce wants to be briefed on the on goings regularly. The atmosphere of speculation as a result of the leadership's failure in their communication roles stagnates progress and makes the workforce develop a sense

of belittlement by the leadership since they aren't involved during decision making processes. It is critical to regularly brief the workforce on strategies formulation as well as the progress during the adoption stage. Involvement of every individual under the firm through forums like meetings, team buildings is so critical since it complements the formulation and adoption stage. Communication is an important success indicator with regards to strategies adoption. Institutions must ensure availability of superior communication plans so as to enhance the strategy adoption success.

There is a presentation that effective adoption of strategies could be hindered by cognitive, loyalty and communication concerns. In understanding and interpreting clearly the institutional desires, a common awareness and knowledge remains important; lack of these leads to the groups showing a lack of commonality. A situation may develop where the determinations reached out on a daily basis do not align with the institutional goals. From analysis of factual studies yearn for easy, solid and plain strategic directions offering guidance in the day to day choice determination processes. Additionally, communication ought to be direct and engaging. Loyalty relies greatly to the plan itself as well as the trust in the leadership. The inclusion of the workforce during plan formulation before adoption increases their trust levels towards the institution and the leadership. To continuously keep the plan active daily, institutions ought to first evaluate cognitive ability, then communication later. From these interventions, trust towards the plan is strengthened; where in the absence of trust, any effort is useless.

Mutisya (2016) advanced that institutions employ SMSs, mails, memos, company meetings and publications and verbal presentations for the communication of strategies adoption internally or externally. Institutions utilize horizontal, upward-down, or down-up communication platform. The conclusion from the analysis was that SMSs, mails, memos, company meetings and publications and verbal presentations significantly impact strategies adoption since they are largely utilized, and that proper communication channels in an institution inspires positive results and is critical towards enabling seamless processes resulting into better outcomes and profits. The analysis proposed pharmaceutical firms embrace the use of media teams having a critical responsibility to train, disseminate knowledge and educate during strategies adoption phase; and that the boss/worker relations ought to grow peacefully within a successful institution.

According to Gedi and Muturi (2016), communication has a negative but reduced association with plan adoption. Despite this, key players' communications' as a factor had a significant effect and negatively impacted adoption of plans. This was based on the fact that the County government of Garissa failed in their communication on strategies to them. It was established that the leadership failed to make publications on strategies, the adoption phase and also a timely communication. This occurrence led to communication to key players having that negative impact towards plan adoption. There are varying desires, perceptions and preferences from the stakeholders end. Existence of proper communication enables receipt of information important to their desires and further creates a good image of the county government. It is therefore important that the county government aims for a proper communication structure and allocate funds to it; the responsibility of this platform will be to communicate the strategies and developments realized. These developments are likely to lead to increased acceptance of the county government's programs as well as improving the backing from the public.

Rono (2017) conducted an analysis on plan adoption and results in Kericho County. The study was guided by these objectives; to examine the impact of utility allocation, importance of the workforce inclusion, effect of rewarding programs, impact of functional processes and importance of communication towards results. Deductions from the analysis showed plan functionalization by utility allocation and operation processes like educational programs impacted results differently. Plan formalization by rewarding programs and communication impacted results.

The study sought out to recognize whether communication influences strategic plan implementation by non-governmental organizations. There ought to be regular communication to the workforce on new demands, roles and processes to be undertaken by those implicated in the changes. Proper communication has been shown to be a significant aspect during the adoption of plans. A communication failure with the workforce breeds a possible ground for hearsay and intimidation in an institution; the workforce wants to be briefed on the on goings irrespective of the nature of the information

Mutisya (2016) in his study explored the institutional aspects impacting the establishment of strategies by small and medium enterprises within Machakos Town, Kenya. From the analysis deductions, it was observed that labour, communication platforms and institutional tradition had a significant effect towards establishment of strategies, although these institutions haven't embraced

these conditions in developing their strategies. The analysis bridged the available gaps, further advancing proposals with the ability to enable establishment of strategies within small and medium enterprises. Proposed changes by institutions were; educational programs on strategies formulation, starting rewarding programs to increase the workforce participation in strategy formulation. Also, small and medium enterprises ought to improve their information systems ability for better results.

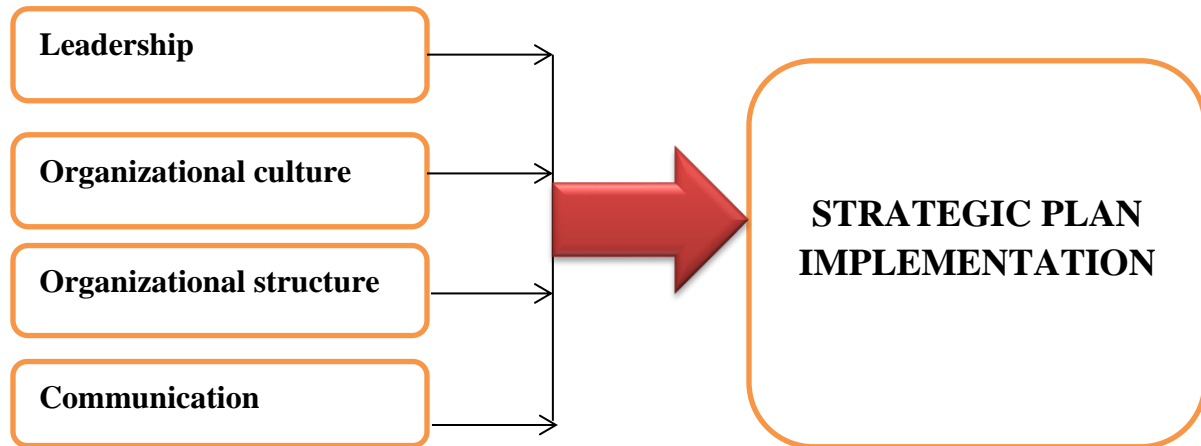
2.3 Conceptual framework

Based on Mugenda and Mugenda (2003), a conceptual framework refers to structural platform determining the concept under review and further detailing the connection among the dependent variable and the independent variables. It captures and presents the connection among the factors being reviewed and presents this information in a diagram.

The conceptual framework of this study was based on five independent variables and one dependent variable as represented in Figure 2.2. A conceptual framework was used in order to answer the research questions. According to the study, effective implementation of strategic plans was conceptualized as being dependent on leadership, Communication, Organizational Culture, and Organizational structure.

Figure 2.2

Conceptual framework



Source: Researcher, 2021

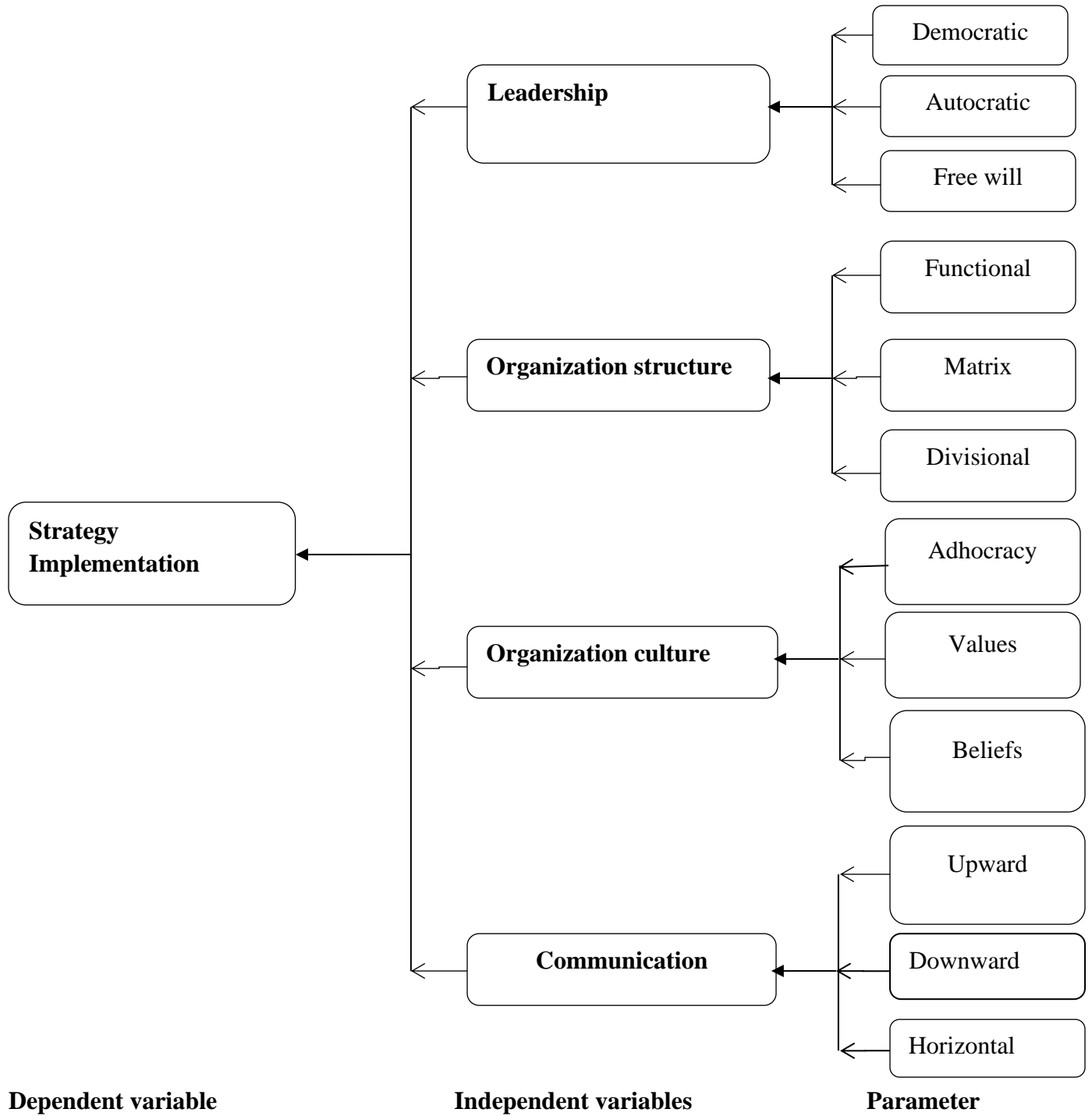
Independent Variables

Dependent Variable

2.4 Operationalization

Figure 2. 3

Operational framework



Source: Researcher 2021

2.5 Summary of literature review

Leadership and Strategic Plan Implementation

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

Organization Structure and Strategic Plan Implementation

Organization structure defines the patterns and sequence of day to day operations in an organization, in addition it defines communication channels in an organization. Organization structure therefore defines the span of control in an organization. Span of control controls the efficiency at which an organization responds to task and emergency response rate. If the span of control is too wide, accountability and efficiency is compromised as opposed to a narrow span of control, for instance in an organic structure decision making is faster because it is devoid of bureaucracy. In a mechanistic structure bureaucracy makes an organization not to respond to emergencies in time. With reference to strategic plan, organization structure depicts the strategy formulation, implementation and monitoring levels. Therefore, organization structure makes it possible to understand strategic plan and implementation at corporate, business and functional levels. The organization structure also defines parties responsible for strategic plan and implementation.

Organization culture and Strategic Plan Implementation

Organization culture is shared meaning, shared sense making, shared values and inspiration in an organization. Organization culture defines beliefs and how organizations achieve their missions. Organization culture normally is communicated or enshrined in organization tagline for example Kenya Commercial Bank tag line is “Making the difference” this guides the culture in an

organization and employees can strive to ensure they do their work diligently to impact positively on customers satisfaction. In the NGO world an example of Red Cross the tag line is “Alleviating Human Suffering” this makes the organization to have shared meaning of organizations existence. It galvanizes the organizations’ employees in to a culture of mitigating human suffering. In this study therefore organization culture will enrich the success of strategic plan implementation, because the strategies plans will be motivational with regards to shared meaning described by an organizations culture. Organization culture that the employees of a company or organizations subscribe to can help mitigate resistance to change that can be contained in strategic plans.

Communication and Strategic Plan Implementation

Communication is the process of sharing the commonness of thought between the sender and the receiver of the message, feedback qualifies communication process. In the contemporary set up of organizations, communication is pivotal in making decisions and discussions of strategic plans thereof. Organization structures defines the efficiencies of the communication process, for instance mechanic structures communication processes is rather interfered with by bureaucracy levels as opposed to mechanistic organization structures. The underlying context is that strategic plan decisions must be communicated from corporate level, functional level and business levels. Communication is therefore paramount in strategic plan and implementation processes. Effective communication structures will ensure prompt message deliveries, and stringent feedback mechanisms. Noise in communication must also be mitigated, noise means interruptions in the communication channel it may be for example physical, psychological, linguistic noise etc.

2.6 Research Gap

Institutions function in an environment, the same applies to the adoption of strategies. A number of existing aspects apart from strategic plan also have to be recognized. The position ensures that institutions irrespective of the manner they express their strategies; other additional aspects will still impact their adoption plans. Therefore, it is critical for the management level charged with this responsibility to actively and consistently adopt the formulated strategies. These aspects arise due to the leadership ability as well as the nature of the institution. The directing leadership bears the most responsibility when it comes to the adoption of strategies. Their pedigree and awareness scope on the institution is a crucial aspect to be taken into account. Adoption of plans calls for the leadership to show expertise in delegating roles, creating traditions and establishing connections among plans and the institutional processes. The nature of the institution has some impact towards

the adoption of strategies. An institution's utilities, expertise and competences impact strategies adoption advance that institutional structure definitely influences strategies adoption because institutions are slightly idiosyncratic, which is based on most institutional determinations bringing traditional situations. According to Vroom (1964), a rewarding platform affects the adoption of strategies because personal commitment to roles greatly relies on the reward expectations. Institutional frameworks being developed normally supports or stagnates the adoption stage based on their effectiveness to direct groups to positive results. Existing technological installations and regulations will indicate the efficiency and effectiveness of communication. Budgetary allocations and utilities available in operational aspects will determine the success on the achievement plans and the duration for this. Lastly, the institutional working environment also will impact the smoothness of the adoption processes. Institutional cultures entail a governance aspect rendering every institution to have a certain political alignment. Amanchukwu et al. (2015) argues that the leadership conduct can't be completely rational, this in the end impacts the progress of plans adoption.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The third chapter captures the different phases, approaches and processes employed in fulfilling the study mission; thus eventually meeting the research intention. The aim is to detail a basis as well as justifications concerning the preferred model of research and the methodologies. The study reached a determination that the aspects impacting adoption of strategies within non-governmental institutions included; the management, communication structure and, institutional culture, and the institutional structure.

3.2 Research Design

According to Ogula (2005), this is the framework a research utilizes in meeting the research goals and eventually drawing some deductions. Further, it is the approach the investigator is following in resolving the study questions, establishing the plan for the analysis.

The analysis employed a descriptive study model, which according to Orodho (2009) involves the collection of data through the use of questionnaires or interview processes to a certain targeted group. Jaeger (1988) advances that an important aspect of this plan is its use to draw certain features of a population from a questionnaire. Also, this study approach was desired based on the descriptive nature it has and this enables the investigator gather information from smaller population with the aim of approximating the population indicators.

3.3 Target Population

The target population is the individual, people or collection of organizations with shared features. Ogula (2005). According to the research study, the target population were employees selected NGOs in Nairobi county. In this analysis, the target population was made up of all identified non-governmental institutions based in Nairobi.

Table 3.1

Target population

Category	Target Population	Percentage taken
Global NGOs	548	78%
Local NGOs	154	22%
Total	702	100%

Source: Directory of Development Organizations (2021)

3.4 Sample and Sampling Techniques

Mugenda and Mugenda (1999) advance a sample to be a smaller population determined from the target group. The sample is determined from the target group to be a reflection of the entire group having significant features. According to Ogula (2005), sampling refers to the processes around the determination of a smaller population from the targeted size to take part in the study. This thus entails selection of a group of people or institutions for a research in a manner their opinions will be a reflection of the entire population. In this analysis, there was the use of random sampling approach in obtaining the study participants. The study settled on a sample frame comprising of identified non-governmental institutions based in Nairobi. According to Gall et al., (2003), one third of the targeted size should form the sample group. Therefore 1/3 of the target population is a good enough to draw deductions from.

Yamane's formula $n = \frac{N}{1 + N(e)^2}$ was used in determining the sample size: n = sample size, N= population size & e= margin of error.

From the formula, the sample size was 52, with the size being as good enough in relation to the study goal. Thus the sample size was made up of 6 national NGOs and 46 international NGOs.

Table 3.2

Number selected for a Random sample

Category	Target Population	Sample Size	Percentage taken
Global NGOs	548	38	78%
Local NGO s	154	14	22%
Total	702	52	30%

Source: Researcher 2021

3.5 Description of Data Collection Instruments

The questionnaire was the major data collection tool; utilized in the collection of primary data.

The researcher used open ended questions to collect data. This was to enable him gather detailed and authentic feedback which is not biased and which would give real research insights regarding strategic plan implementation in non-governmental organizations in Nairobi county.

Further, the reason why questionnaires had an upper hand was because it showed increased ability to cover larger groups in a shorter span, ability to allow participants ample duration to provide responses and the assurance of privacy by the participants. The questionnaire format was the 1st section collecting demographical data and the last section collecting data based on the study goals.

3.6 Pilot Study

According to Arain et al. (2010) a pilot study is a small feasibility study designed

to test various aspects of the methods planned for a larger, more rigorous, or confirmatory

investigation. The main purpose of a pilot study is not to answer specific research questions. It

prevents researchers from launching a large-scale study without adequate knowledge of the methods proposed; in essence, a pilot study is conducted to prevent the occurrence of a fatal

flaw in a study that can be expensive in time and money (Polit & Beck, 2017).

Pretesting was done with ten respondents that were not part of the sample size. The data collected was processed, analyzed and interpreted. From the results, the instruments were reviewed by rephrasing the questions not well understood and all irrelevant questions were removed.

Validity

Validity is defined as the extent established information as well as theories complements the translation of the results reached by a test. The validity of a study tool refers to the degree the tool indicates what it ought to detail. Validity deals with the precision and relevance of statistics, based on the study results (Mugenda & Mugenda 2003). This is the extent figures indicated by a study are a reflection of the research variables. Validation of the study tool was achieved by a physical analysis as well as content validity. The content aspect indicates the extent questions represented the areas explored.

Reliability

This is the capacity of a study tool to indicate desired features in a consistent manner within a certain period. In other words, this is the extent a study tool provides consistent data upon certain repetitions. Anytime an investigator issues a study to a group twice with both tests recording similar score, the tool is viewed to have reliability (Mugenda & Mugenda, 2003). The purpose of reliability is to ensure consist, dependable and stable processes (Nachmias & Nachmias, 1996). Reliability was indicated by the investigator in order to ensure consistent tests on the desired measures. Testing for reliability was by Cronbach alpha.

3.7 Data Analysis Procedure

Qualitative and quantitative techniques had roles during the analysis data analysis. Collected quantitative underwent coding and later entry for analysis of descriptive statistics. In running these data, Statistical Package for Social Sciences (SPSS version 21.0) was utilized in determining frequencies and percentages in order to have statistical graphs and tables for data presentation. Qualitative information collected underwent classification based on commonality according to the study objectives and later presented as narratives together with the quantitative presentation. The role of qualitative data is to support quantitative data.

Further, the analysis applied correlation and multiple regression analysis, and ANOVA in establishing the impacts of strategic plans adoption across NGOs in Kenya.

Regression analysis: ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$):

Where:

\square = Strategic plan adoption within NGOs

β_1 = Leadership

β_2 = Organizational culture

β_3 = Organizational structure

β_4 = Communication

ε = constant

3.8 Ethical Considerations

There was an elaboration by the investigator to the participants on the study and that the purposes of the review were purely academical. There were also interventions to ensure the participation is voluntary; with the decision to engage or decline entirely left to the participants. There was no form of coercions into taking part in the research. Another assurance was that promise of privacy on the information shared, with ethical standards and professionalism.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.0 Introduction

The fourth chapter presents the results from analysis as well as deductions deduced from the questionnaire response since the questionnaire had two parts; one collecting demographic details and the last part collected information based on the research. Descriptive and inferential statistics formed the major part of the inquiry.

4.1 Response Rate

Forty three questionnaires were duly filled after administration from the possible fifty two, this made the process register a response rate of 82.69%; which is viewed good enough to draw determinations from. A 50%= adequate, 60% =good and 70% and above= very good. A position that is confirmed by Bailey (2000), who agrees with this position. Thus based on the response rate, the study met Mugenda and Mugenda (2003); Bailey (2000) standards. Questionnaires responses were from company managers, HR heads, project and program managers, and supervisors. Below is Table 4.1 detailing the size of questionnaires administered and those returned by the study participants including the response rate.

Table 4. 1***Response Rate***

Management Positions	Questionnaire Distributed	Questionnaire Returned	Response Rate
Executive Director	1	1	2.3
Human Resource	1	1	2.3
Program Managers	6	5	11.6
Project Managers	18	15	34.9
Finance Managers	8	7	16.3
Program Coordinators	16	14	32.6
Total	52	43	100

Source: Research Data (2021)

This high response rate represented in table 4.1 was due to collection of data processes, with the investigator knowingly informing respondents early enough and giving them ample time to fill the questionnaires. This can also indicate that the respondents found the area of study interesting and thus enthusiastically gave the great number of almost completely filled up questionnaire.

4.2 Reliability Analysis

Determination of reliability was through the use of Cronbach's Alpha that indicates consistency by checking whether some items in a scale measure equal construct validity. Gliem and Gliem (2003) proposes the Alpha value be at least 0.7; from table 4.1 below, there is a confirmation the four scales were reliable the reliability number was in the ideal range. Therefore, the study instruments were reliable.

Table 4. 2

Reliability Analysis

Determinant	Cronbach's
Leadership	. 813
Organization culture	. 852
Organization structure	. 943
Communication	. 835

Source: Research Data (2021)

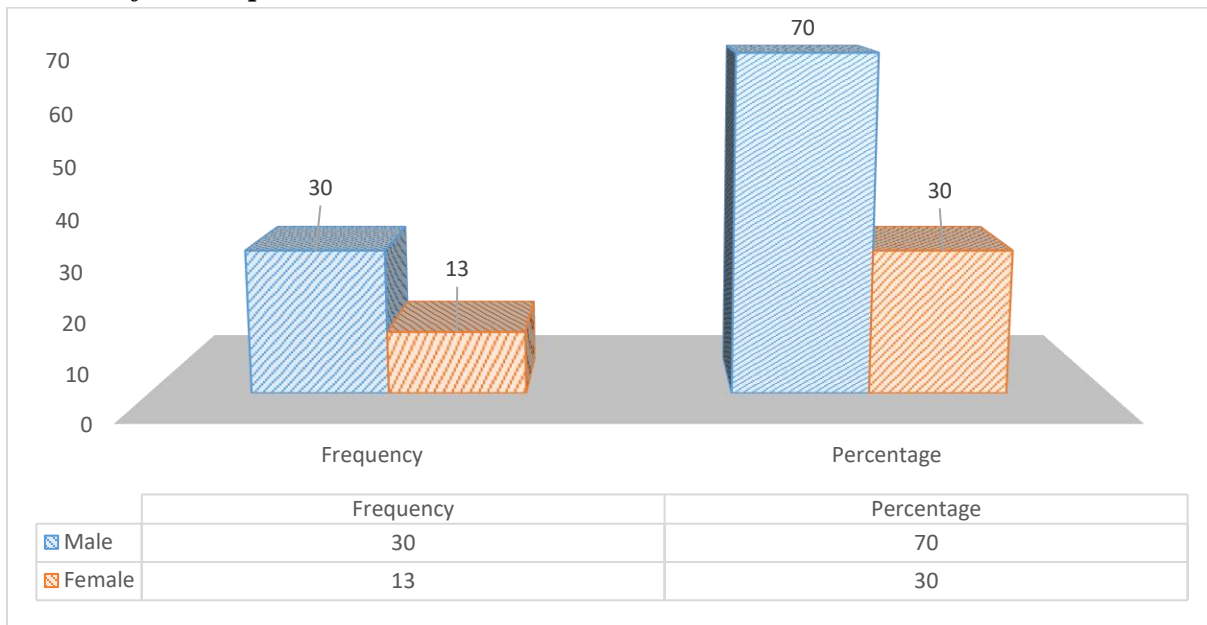
4.3 Demographic Information

This information intends to determine basic details of the participants taking part in the analysis. The questionnaire therefore collected; gender, age, working profile, and educational levels information. The subsection below shows the results.

Gender of the Respondents

The inquiry intended to establish the sex of the participants in regards to the factors influencing adoption of strategic plans within NGOs based in Nairobi. Figure 4. 1 below details the findings.

Figure 4. 1
Gender of the Respondents



Source: Research Data (2021)

The results show that the participation was dominantly from the male gender at 70%, with the female gender at 30%. The findings as indicated in figure 4.1 above, reflects that on an average, male were the majority. In conclusion, based on the study, the industry was dominated by males.

Age brackets of the Respondents

The inquiry intended to establish the age of the participants in regards to the factors influencing implementation of strategic plans within NGOs based in Nairobi. Findings are detailed below in table 4.3.

Table 4. 3

Age brackets of the respondents

Age	Frequency	Percentage
Below 30 years	2	4.5
30 – 34 years	5	11.4
35 – 39 years	15	34.1
40 – 44 years	20	45.5
45 years and above	2	4.5
Total	43	100

Source: Research Data (2021)

The findings as indicated in table 4.2 above, on an average, the age bracket of (40-44 years), representing 45.5%, are the overriding key to influencing strategic plan implementation by non-governmental organizations in Nairobi County. This is contributed to their skills and expertise over the time at different designations. The minority is the age bracket of 30-34, and 45 years and above both representing 4.5%. Therefore, majority of the respondents are between the age bracket of 40-44 years. This can be attributed to skills and experience in the institutions.

Highest Education Level of the Respondents

The inquiry intended to establish the schooling levels of the participants with the regards of factors influencing adoption of strategic plans within NGOs based in Nairobi. Findings are detailed below in table 4.4

Table 4. 4***Highest Education Level of the Respondents***

Working experience	Frequency	Percent
5 years and below	4	9.3
6- 10 years	10	23.3
11-15 years	23	53.5
16- 20 years	4	9.3
21 years and over	2	4.7
Total	43	100.0

Source: Research Data (2021)

Findings from table 4.3 above show that among the factors that influence strategic plan implementation by NGOs in Nairobi, educational levels is one of them. The majority of the respondents were having Master's degree, representing 48.8%. This indicates that most of the strategic plan implementations are conducted by the well informed staff members who are endowed with good education level. The minority are having PHD's, representing 4.7%. This signifies that strategic plan implementation of the no-governmental organizations are not influenced by the people of this kind of level of education. It is due to their prowess which is dearly needed in the corridors of the Universities.

The Working Experience

The inquiry intended to establish the schooling levels of the participants with the regards of factors influencing adoption of strategic plans within NGOs based in Nairobi. Findings are detailed below in table 4.5

Table 4. 5***The Working Experience***

Working experience	Frequency	Percentage
5 years and below	4	9.3
6- 10 years	10	23.3
11-15 years	23	53.5
16- 20 years	4	9.3
21 years and over	2	4.7
Total	43	100.0

Source: Research Data (2021)

Findings from Table 4.4 above show that the majority of the respondents have working experience of 11-15 years, representing 53.5%. This shows that those who influence strategic plan implementation within NGOs based in Nairobi are the staff members who have vast experience, this guarantees the expertise, knowledge and experience to give the NGO's good direction. The minority representing 4.7% are having experience of 21 years and above. This is because most of them have channeled their expertise to consultancy works.

4.4 Leadership and Strategic Plan Implementation

The leadership style continues to be recognized as a feature influencing adoption of strategic plans by non-governmental organizations in Nairobi County. It was the intention of the study to affirm the position. Thus the participants had to rate their responses on a likert scale of 1-5 where: 1= Strongly Disagree; 2= Disagree; 3= Undecided; 4= Agree; 5=Strongly Agrees. Results from table 4.4 below indicated the smaller group (with a mean of 4.35 and a SD of 0.842) affirmed that commitment of top management is very crucial in strategy implementation because employees take their cues from senior management. The second group was made up of those who also affirmed that leadership energy demonstrable commitment send a positive signal to the employees(mean score of 4.24 and a SD of 0.852). a good percentage of the respondents were in undecided that; the strategic leader guides an institution through the assurance on the achievement

of prolonged goals and determination of plans by heads charged with the implementation processes, (a mean score of 3.98 and a SD 0.963), leaders clarify the desires and ensures rewarding whenever targets are reached (a mean score of 3.81 and a SD of 0.794, and strategic leader provides and shares vision, direction and purpose for the organization (a mean of score of 3.77 and a SD of 0.812).

Table 4. 6

Leadership and Strategic Plan Implementation

Leadership	M	SD
Strategic leader provides and shares mission, mannerism and goal for the institution	3.77	0.812
Leaders clarify the expectations and offers recognition when goals are achieved	3.81	0.794
Strategic leadership directs the institution through the assurance on the achievement of prolonged goals and determination of plans by heads charged with the implementation processes.	3.98	0.963
Commitment of top management is very crucial in strategy implementation because employees take their cues from senior management	4.35	0.842
Leadership energy demonstrable commitment send a positive signal to the employees	4.24	0.852

Source: Research Data (2021)

The findings coincide with Thompson and Vecchio (2009), who puts it clearly that good leadership remains critical for any desirable strategy adoption process. Within a highly competitive setting, a significant role of a strategic leadership remains to offer and articulate the mission clearly. The Chief Executive Officer’s decision and intended preference to a determined plan impacts the subject’s acceptance to the plan adoption. The Chief Executive Officer’s individual standards and principles greatly impacts the institution’s purpose, strategies as well as prolonged goals. Therefore, leadership influences strategic plan implementation by non-governmental organizations in Nairobi County.

It is the role of the strategic leadership to offer direction to an institution by monitoring realization of prolonged goals and ensuring plans have been identified and properly acknowledged by

departmental heads who have the responsibility of adopting the plans. Loyalty to the plans by the senior leadership is so critical during the adoption of strategy since the junior workforce borrow a lot from their seniors in matters of strategy adoption. The top leadership's motivation and obvious commitment sends a positive feeling to the junior staff. According to Beer et al (2008), leadership quality, detailing the various ways the top leadership practices may poor.

According to Omolo (2018) his study intended to determine features impacting implementation of strategies within NGOs in Kenya, attention being on the Africa Platform for Social Protection. The conclusions from the analysis were Africa Platform for Social Protection had competent and established managers showing commitment towards adoption of an institution's strategies. Based on this management approach, majority of the staff had knowledge about the plans, desired results and frameworks to direct the adoption. Thus to significant degree, the institution reported success in the adoption of their 2012/15 strategic plans, with significant number of their desires being realized.

4.5 Organizational Culture and Strategic Plan Implementation

The organizational culture influences strategic plan implementation by non-governmental organizations. Participants had to indicate their answers on a likert scale of 1-5 where: 1= Strongly Disagree; 2= Disagree; 3= Undecided; 4= Agree; 5=Strongly Agrees. Findings from table 4.6 below indicates all the respondents in the category of organizational culture agreed that; it is from institutional culture that the workforce develops a common goal guiding them in their day to day processes of an institution (a mean of score of 4.40 and a SD of 0.849), culture shapes the manner individuals and units engage and the stakeholders interactions externally (a mean score of 4.23 and a SD of 0.812), equally with institutional tradition enhancing integrations and collaborations internally at (a mean of score of 4.23 and a SD of 0.812), culture ensures knowledge and a recognition of an institution's key standards that enable the workforce to tackle concerns they encounter along strategy adoption at (a mean of score of 4.21 and a SD of 0.774, and finally institutional tradition establishes the pace for the firm and develops the behavioral conduct at (a mean score of 4.14 and a SD of 0.774 similarly with institutional culture enabling development and spreading of key standards at (a mean of score of 4.14 and a SD of 0.774.

Table 4. 7***Organizational Culture and Strategic Plan Implementation***

Organizational Culture	M	SD
institutional culture enables development and a spread of key standards	4.14	0.774
Culture shapes the manner individuals and units engage and the stakeholders interactions externally	4.23	0.812
Culture sets the tone for the company and establishes rules on how people should behave.	4.14	0.774
institutional tradition establishes the pace for the firm and develops the behavioral conduct.	4.23	0.812
institutional culture that the workforce develops a common goal guiding them in their day to day processes of an institution	4.4	0.849
culture ensures knowledge and a recognition of an institution’s key standards that enable the workforce to tackle concerns they encounter along strategy adoption.	4.21	0.774

Source: Research Data (2021)

Organizational tradition has been shown to have a contribution towards the nourishment and articulation of key principles. According to Melissa et al (2017), this is the institution’s pool of principles, faith, and opinions articulated by individuals or groups within an institution and further impact the manner interactions happen internally and externally with key players. The adoption of a developed plan significantly pays attention to structure changes, the workforce and management tendencies so as to embrace the desires of the plan (Pearce & Robinson, 2011).

According to Koontz and Weihrich (2012), this is the basic form of conduct, common beliefs and principles the entire institutional group share. This entails education and sharing of awareness, faiths and conduct pattern within a certain period. It implies institutional tradition being solid, with little room for transformations. The institutional culture is the driver of the institution and determines the preferred mode of conduct.

Institutional tradition is constantly evolving, calling for plans also to be revolutionary in nature to accommodate the changes. There is vulnerability in culture, with constant threats from independent factor far from the control of the firm. Thus the specific approaches an institution has authority over are; coexisting with the change, forming plans and establishing objectives aligning

with the change in culture. Culture is largely intangible, defining an institutional bond in nurturing or destabilizing the plan

Based on Mwaura (2017), historical traditions ought to be practiced since many institutions purpose to excite the client bases through the release of better commodities and researched resolutions existing concerns in order to stay ahead of market competition. It is important for the institutions to motivate instilment of developmental culture because of its increased resilience ability, showing adaptability to external market pressures. As a result, attention must be paid to the leadership of different units since they have a responsibility of providing guidance and encouraging personal choice determination when faced with an operation concern.

Culture has a positive contribution during mission creation and planned thinking. Arayesh et al., (2017). The ability of culture can't be underestimated especially in relation to every dimension of strategic thinking, with a significant effect being during analysis of a plan. Hierarchical culture continues to show increased impact towards aspects of mission creation, structural thinking as well as communication plans. Findings indicated the management ought to improve and emphasis on strategic thinking. With market culture having an effect towards every form of strategic thinking, there is a proposal for the management to emphasize on creativity and innovation by the junior workforce. Practices like collaborations among departments, creation of solid plans, avoidance on superficiality, formalization of structural thinking and perceptions in institutions ought to be embraced forming opinions the workforce on new economies entrance and innovation decisions. According to Muriuki et al (2018) their study examining the impact of leadership approaches, institutional traditions, communication and institutional utilities towards adoption of strategies within NGOs revealed: institutional tradition impacts adoption of strategies within NGOs; institutional utilities impact adoption of plans; majority of these institutions had a desirable and successful tradition. The conclusion was that achieving positive culture is through trainings and increased professional standards in meeting the goals of strategy adoption. Mwajuma (2014) analyzed features impacting successful adoption of strategies within NGOs in Kenya. Leadership style, institutional culture, key players and institutional utilities greatly impacted adoption of strategies compared to communication that showed reduced significance scores. A determination was therefore reached that leadership styles, institutional tradition, communication, external players and institutional utilities impacted the success of strategy adoption.

4.6 Organizational Structure and Strategic Plan Implementation

The study sought out to understand whether organizational structure influences strategic plan implementation by non-governmental organizations. The participants had to indicate their answers on a Likert scale of 1-5 where: 1= Strongly Disagree; 2= Disagree; 3= Undecided; 4= Agree; 5=Strongly Agrees. Findings are detailed below in table 4.7. Findings from table 4.6 below indicates the participants affirming that institutional structure; defined the hierarchical structure, authority durations and reporting channels at (a mean score of 4.53 and a SD of 0.505, prescribed associations among different roles and processes at (a mean score of 4.42 and a SD of 0.499), institutional structure enable the firm determine its plans and the coordination manner in order to realize institution's strategic goal at (a mean score of 4.42 and a SD of 0.499, institutional structure is the basis for formation of departments and roles in an institution at (a mean score of 4.40 and a SD of 0.495, and institutional structure ensures coordination and integration of roles done by the workforce in an institution at (a mean score of 4.21 and a SD 0.412).

Table 4. 8***Organizational Structure and Strategic Plan Implementation***

Organizational Structure	M	SD
prescribed associations among different roles and processes	4.42	0.499
enables the firm determine its plans and the coordination manner in order to realize institution's strategic goal	4.42	0.499
institutional structure ensures coordination and integration of roles done by the workforce in an institution	4.21	0.412
institutional structure is the basis for formation of departments and roles in an institution	4.4	0.495
defined the hierarchical structure, authority durations and reporting channels	4.53	0.505

Source: Research Data (2021)

For positive results on strategy implementation, a lot rest with the institutional structure in place. This refers to the manner in which different units or departments in an institution are connected or related. The organizational structure details the associations between different authorities and roles. According to David (2011), some of the signals indicating poor organizational structure are; large crowds, increased focus towards the resolution of departmental wrangles, bigger roles to undertake and increased number of failed plans. The institutional structure enables an institution to determine its processes and the manner of coordination in order to realize the institution's strategic goal. With regards to implementation of strategies, the institutional structure ought to be aligned according to the plan demands. An appropriate institutional structure remains critical towards ensuring the firm adopts its formulated plans.

The findings agree with an analysis by Buuni et al. (2015) exploring the effect strategic plan adoption has towards institutional outcomes of Hargeisa Water Agency in Somaliland examined 4 variables namely; management, hierarchy, frameworks and processes and utility distribution. Different strategic goals of strategies implementation were reviewed with every aspect showing positive impacts towards the results of the institution. The conclusion from the study thus is management, hierarchy, frameworks and processes and utility distribution positively affect the results of Hargeisa Water Agency. A number of proposal were advanced from the analysis, such as: the institution must adopt a plan offering platforms for educational training of the workforce.

This has the effect of helping the group work as a group and innovatively with processes improving the strategic results. There is need for the company to detail thorough transparency demands to the workforce in order to ensure every utility distribution determinations are properly analyzed, further ensure availability of a supervision platform. The end result would be utility distribution determination serving the organizational need

Analysis deductions from Ng'enh (2013) showed institutional structure form having a significant impact towards the commitment of the working group, adherence to rules and realization of societal goals. From the findings, there was also a conclusion that institutional structure form had an average impact towards the achievement of bank communities' desires and the development activities of Kenya's established commercial banks. The major determination was the institutional organization form impacted the success of structure affected the strategies adoption within the sampled financial institutions. According to Mburu (2016), the institutional structure is so critical during strategies adoption processes. Important aspects of institutional structure are linked to the institutional model as well as the selection process on the appropriate form of the hierarchy.

A study by Wairimu (2016) investigating the features impacting successful adoption of strategies in Telkom Kenya Limited, and being founded on these study questions; does the institution's institutional structure impact strategies adoption? Does the firm's institutional tradition impact adoption of strategies? Does the institution's research activity impact adoption of strategies? Deductions from the analysis was that institutional structure has increased role during adoption of plans. Important aspects of institutional structure lies are connected with institutional model, the activities on selection of desired institutional structure. Another conclusion was institutional tradition is foundation on the manner institutional dimensions function internally and externally; giving the institution the platform to engage internally and externally with key players, leading to either success or failure of the institution. Additionally, there was a conclusion that research activities are so critical to an institution's development, showing the contribution of managing change in successful implementation of plans.

4.7 Communication and Strategic Plan Implementation

The study sought out to recognize whether communication influences strategic plan implementation by non-governmental organizations. The study participants had to indicate their answer on a Likert scale of 1-5 where: 1= Strongly Disagree; 2= Disagree; 3= Undecided; 4= Agree; 5=Strongly Agrees. Findings are detailed below in table 4.6. Analysis from table 4.8 below indicates that a significant majority of the study participants affirmed that communication; results to speculation whenever the institutional leadership shows failure in communication, disrupting activities and making the workforce feel unappreciated at (a mean score of 4.40 and a SD of 0.495), proper communication ensures the workforce are aware of new demands, roles and processes to be undertaken by enables employees to know the new requirements, tasks and activities to be performed by those affected at (a mean of 4.19 and a SD of 0.394), communication makes the workforce to be aware of developments, irrespective of their nature at (a mean score of 4.12 and a SD 0.324), and that communication ensure the workforce is consistently briefed on strategies and progress in the adoption stage at (a mean of 4.09 and a SD of 0.294. A smaller group indicated communication failure possibly leads to spread of false information or intimidation in institutions at (a mean score of 4.81 and a SD of 0.394).

Table 4. 9***Communication and Strategic Plan Implementation***

Communication	M	SD
proper communication ensures the workforce are aware of new demands, roles and processes to be undertaken by enables employees to know the new requirements, tasks and activities to be performed by those	4.19	0.394
whenever the institutional leadership shows failure in communication, disrupting activities and making the workforce feel unappreciated	4.4	0.495
communication ensure the workforce is consistently briefed on strategies and progress in the adoption stage.	4.09	0.294
communication failure possibly leads to spread of false information or intimidation in institutions	4.81	0.394
communication makes the workforce to be aware of developments, irrespective of their nature	4.12	0.324

Source: Research Data (2021)

The findings approve deductions from an analysis by Littlejohn (2011) showing proper communication being a significant aspect during the adoption of plans. A failure in communication with the workforce breeds a possible ground for hearsay and intimidation in an institution; the workforce wants to be briefed on the on goings regularly. The atmosphere of speculation as a result of the leadership’s failure in their communication roles stagnates progress and makes the workforce develop a sense of belittlement by the leadership since they aren’t involved during decision making processes. It is critical to regularly brief the workforce on strategies formulation as well as the progress during the adoption stage. Involvement of every individual under the firm through forums like meetings, team buildings is so critical since it complements the formulation and adoption stage. Communication is an important success indicator with regards to strategies adoption. Institutions must ensure availability of superior communication plans so as to enhance the strategy adoption success.

However, the study findings are in contrast with Gedi and Muturi (2016) which state that communication has a negative but reduced association with plan implementation. Despite this, key players' communications' as a factor had a significant effect and negatively impacted implementation of plans. This was based on the fact that the County government of Garissa failed in their communication on strategies to them. It was established that the leadership failed to make publications on strategies, the adoption phase and also a timely communication. This occurrence led to communication to key players having that negative impact towards plan adoption. There are varying desires, perceptions and preferences from the stakeholders end. Existence of proper communication enables receipt of information important to their desires and further creates a good image of the county government. It is therefore important that the county government aims for a proper communication structure and allocate funds to it; the responsibility of this platform will be to communicate the strategies and developments realized. These developments are likely to lead to increased acceptance of the county government's programs as well as improving the backing from the public.

Rono (2017) deductions from the analysis showed plan functionalization by utility allocation and operation processes like educational programs impacted results differently. Plan formalization by rewarding programs and communication impacted results.

Presbitero (2017) observed that labor, communication platforms and institutional tradition had a significant effect towards establishment of strategies, although these institutions haven't embraced these conditions in developing their strategies. The analysis bridged the available gaps, further advancing proposals with the ability to enable establishment of strategies within small and medium enterprises. Proposed changes by institutions were; educational programs on strategies formulation, starting rewarding programs to increase the workforce participation in strategy formulation. Also, small and medium enterprises ought to improve their information systems ability for better results.

4.8 Strategic Plan Implementation in NGO's

The analysis intended to determine whether strategic plan implementation in NGO's influences strategic plan implementation by non-governmental organizations. The study participants had to indicate their answers on a likert scale of 1-5 where: 1= Not sure; 2= No effect; 3= Minimal effect; 4= Some effect; 5=Most effect. Findings are detailed below in table 4.7. from the analysis captured below in table 4.9, a significant percentage of the population affirmed that strategy adoption posed

some impact; an institution's capacity on diagnosing, administering, solutions remain critical for better strategic results at (a mean score of 4.42 and a SD 0.499), frameworks and processes ensure the HR department report success at (a mean score of 4.12 and a SD of 0.324), workforce training, recognition and motivation are important in realizing positive adoption results at (a mean score of 4.21 and a SD 0.506), institutional leadership structure supports strategic leaders at (a mean score of 4.40 and a SD of 0.495), the workforce abilities and expertise are crucial in recording positive results of strategy at (a mean score of 4.51 and a SD 0.506), managerial power impacts the results of roles delegation at (a mean score of 4.42 and a SD 0.499), presence of strategy supportive allocations as well as utility distribution is critical along the plan adoption phase at (a mean score of 4.37 and a SD 0.489). a smaller percentage indicated that adoption of plans is successful when; the senior leadership develops an environment supporting loyalty to the strategies in an institution at (a mean score of 4.91 and a SD of 0.294), and the leadership's interpersonal association with the workforce are affected by the supervisors at (a mean score of 4.72 and a 0.454).

Table 4. 10***Strategy Implementation***

Strategy Implementation	M	SD
The senior leadership develops an environment supporting loyalty to the strategies in an institution	4.91	0.294
the leadership’s interpersonal association with the workforce are affected by the supervisors	4.72	0.454
The institutional leadership structure supports strategic leaders	4.4	0.495
The institution’s capacity on diagnosing, administering, solutions remains critical for better strategic results.	4.42	0.499
Frameworks and processes ensure the HR department report success.	4.12	0.324
workforce training, recognition and motivation are important in realizing positive adoption results	4.21	0.506
the workforce abilities and expertise are crucial in recording positive results of strategy.	4.51	0.506
The institutional leadership priority is critical in realizing desired outcomes.	4.58	0.499
The managerial power impacts the results of roles delegation.	4.42	0.499
The presence of strategy supportive allocations as well as utility distribution is critical along the plan adoption phase.	4.37	0.489
Existing communication platforms complement successful dissemination of information across the institution.	4.42	0.499
The leadership’s commitment in transforming strategies into processes is desirable.	4.42	0.499

Source: Research Data (2021)

The findings above postulate that implementation strategy is critical for sustenance of an institution. This is because environment keeps changing due to constant realities which present themselves in the daily operations of the organizations.

4.9 Inferential Statistics

The research study used inferential statistics since it could allow all predictions from data collected. The research took data from samples and made generalizations about a population.

This is because it could have been very difficult or expensive for the research to collect data from the whole population interested in. With inferential statistics, only data from the samples is acquired since inferential statistics use sample to make reasonable guesses about the larger population.

Correlation

There is no statically significant between strategic plan implementation in NGO's and Leadership, organizational culture, organizational structure, and communication. The alternative hypothesis is that there is statically significant between strategic plan implementation in NGO's and Leadership, organizational culture, organizational structure, and communication.

Table 4. 11

Correlation Analysis

Correlations		Leadership	Organizational Culture	Organizational Structure	Communication	Strategy Implementation	Strategic plan implementation in NGO's
Leadership	Pearson	1	.224	.308*	-.049	.270	.242
	Correlation						
	Sig. (2-tailed)		.150	.044	.753	.079	.118
	N	43	43	43	43	43	43
Organizational Culture	Pearson	.224	1	-.074	.125	-.170	-.035
	Correlation						
	Sig. (2-tailed)	.150		.638	.423	.277	.826
	N	43	43	43	43	43	43
Organizational Structure	Pearson	.308*	-.074	1	.059	.299	.341*
	Correlation						
	Sig. (2-tailed)	.044	.638		.709	.052	.025
	N	43	43	43	43	43	43
Communication	Pearson	-.049	.125	.059	1	.346*	.094
	Correlation						
	Sig. (2-tailed)	.753	.423	.709		.023	.549
	N	43	43	43	43	43	43
Strategy Implementation	Pearson	.270	-.170	.299	.346*	1	.632**
	Correlation						
	Sig. (2-tailed)	.079	.277	.052	.023		.000
	N	43	43	43	43	43	43
	Pearson	.242	-.035	.341*	.094	.632**	1
	Correlation						

Strategic plan implementation in NGO's	Sig. (2-tailed)	.118	.826	.025	.549	.000	
	N	43	43	43	43	43	43
*. Correlation is significant at the 0.05 level (2-tailed).							
**. Correlation is significant at the 0.01 level (2-tailed).							

Source: Research Data (2021)

The findings in the above 4.8 table indicates the existence of a positive correlation among leadership and strategic plan implementation in NGO's at significant 0.05 level, the strength is though weak, at 24.2%. Similar results indicate the existence of a negative correlation among institutional tradition and strategic plan implementation in NGO's at significant 0.05 level, the strength is though weak, at 35%. The findings continues to signify the existence of a positive correlation among institutional structure and the adoption of strategic plan in NGO's at significant 0.05 level, the strength is though weak, at 34%. The results postulates the existence of a positive correlation among communication and strategic plan implementation in NGO's at significant 0.05 level, the strength is very strong at 94%. The findings claims that there is a positive correlation between strategy implementation and strategic plan implementation in NGO's at significant 0.05 level, the strength is strong at 63%.

Multiple Regression

Table 4. 12

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.673 ^a	.452	.528	.131

a. Predictors: (Constant), Organizational Culture, Organizational Structure, Communication, Leadership

Source: Research Data (2021)

Referring to table 4.11 the study establishes the adjusted R-square to be 45.2%, so we can conclude that 45.2% of the variation in the dependent variable Strategic Plan Implementation in NGO's is

explained by the independent variables. This implies to some extent that there is strong explanatory power for the whole regression.

Table 4. 13

The ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.500	4	.125	46.262	.006 ^b
	Residual	1.114	38	.029		
	Total	1.614	42			

a. Dependent Variable: Strategic Plan Implementation in NGO's

b. Predictors: (Constant), Communication, Leadership, Organizational Culture, Organizational Structure

Source: Research Data (2021)

As long as the F-stat (table 4.13 above) is 46.2 at a significant level of 0.05, then we reject the null hypothesis that there is no relationship between Strategic plan implementation in NGO's and Communication, Leadership, Organizational Culture, and Organizational Structure, and accept the alternative.

Table 4. 14***Relationship Between Dependent and Independent Variables***

Model	Coefficients ^a					
	Unstandardized		Standardized		t	Sig.
	B	Std. Error	Beta	Coefficients		
1 (Constant)	.728	1.630			.341	.564
Organization Leadership	.469	.202	.293		2.216	.020
Organization culture	.492	.191	.319		2.534	.019
Organization structure	.336	.111	.272		2.080	.035
Organization Communication	.628	.191	.410		3.219	.006

a. Dependent Variable: Strategic Plan Implementation

Source: Research Data (2021)

Specifically, organization communication has the highest positive influence on strategic plan implementation, followed by organization culture, organization leadership and organization structure. Individual significance of the predictor variables was tested using t-test. The findings reveal that organization communication, organization culture, organization leadership and organization structure were individually statistically significantly related to strategic plan implementation $p\text{-value} < 0.05$.

The findings reveal that organization communication, organization culture, organization leadership and organization structure were individually statistically significantly related to strategic plan implementation $p\text{-value} < 0.05$. Hence all the hypotheses were rejected.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The fifth chapter provides a summary of the important deductions from the data analysis process. The chapter includes a summarization of the deductions, terminations and proposals studies in the future. It details a summary of results coming from the analysis of the questionnaires and interviews. The broad intention of the review was to establish features impacting adoption of strategic plans across non-governmental organizations in Nairobi County. Therefore this section presents a summary of the analysis findings; further detailing termination, proposals and topics for consideration in the future for analysis.

5.2 Summary and conclusion

The main objective of this review was the intention to determine features impacting implementation of strategic plans within non-governmental organizations in Nairobi County. Specifically the study sought to: determine how leadership influences strategic plan implementation by NGOs in Nairobi, determine how organization structure impact strategic plan implementation by NGOs in Nairobi, establish the manner organization culture policies impacts strategic plan implementation by non-governmental organizations in Nairobi County and establish the manner communication impacts adoption of strategic plans within NGOs in Nairobi. The findings and conclusion of the study are summarized below:

Leadership and Strategic Plan Implementation

According to Presbitero (2017) his study intended to determine features impacting adoption of strategies within NGOs in Kenya, attention being on the Africa Platform for Social Protection. The conclusions from the analysis were Africa Platform for Social Protection had competent and established managers showing commitment towards adoption of an institution's strategies. Based on this management approach, majority of the staff had knowledge about the plans, desired results and frameworks to direct the adoption. Thus to significant degree, the institution reported success in the adoption of their 2012/15 strategic plans, with significant number of their desires being realized.

An analysis by Kiindu (2012) examining the aspects impacting adoption of strategies within national non-governmental institutions based in Nairobi reached a conclusion that the common aspects impacting adoption of strategies within these institutions were; substandard communication platforms; reduced commitment by the leadership in strategies implementation, bad governance, insufficient funding, scarcity of labor, market dynamics and donor influence. There was a proposal from the review for the leadership to always check they recruit a skilled and capable workforce.

Analysis by Mutuvi (2013) investigating features impacting implementation of strategies across non-governmental institutions proposed that for these institutions to positively adopt formulated strategies, they must ensure the workforce is properly educated and enlightened. Implementation of strategies was viewed as a single event, instead of a repetitive process.

The findings indicated that the leadership style is one of the features impacting strategic plan implementation by non-governmental organizations in Nairobi County. For positive results during the adoption of strategy, leadership remains critical especially in a dynamic setting; a crucial role of strategic leadership is providing and sharing a solid mission, guidance and objectivity to an institution. The chief executive officer's actions as well as observed commitment to a certain plan will shape the middle level managements' loyalty to the implementation processes. Therefore, leadership influences strategic plan implementation by non-governmental organizations in Nairobi County.

Organizational Culture and Strategic Plan Implementation

The institutional tradition impacts strategic plan implementation by non-governmental organizations. Implementation of strategy process will pay significant attention to the form and changes in the structure, workforce, plans and mannerisms so as to take care of the expected demands of strategies. Organizations look at this as the basic form of conduct, common beliefs and principles the entire institutional group share. This entails education and sharing of awareness, faiths and conduct pattern within a certain period. It implies institutional tradition being solid, with little room for transformations. The institutional culture is the driver of the institution and determines the preferred mode of conduct.

According to Muriuki et al. (2018) their study examining the impact of leadership approaches, institutional traditions, communication and institutional utilities towards implementation of

strategies within NGOs revealed: institutional tradition impacts adoption of strategies within NGOs; institutional utilities impact implementation of plans; majority of these institutions had a desirable and successful tradition. The conclusion was that achieving positive culture is through trainings and increased professional standards in meeting the goals of strategy adoption.

Mwajuma (2014) analyzed features impacting successful implementation of strategies within NGOs in Kenya. From significance analysis by the use of correlation and regression analysis, there was a determination of a stable significance within variables and equally measured against the dependent variable. Leadership style, institutional culture, key players and institutional utilities greatly impacted implementation of strategies compared to communication that showed reduced significance scores. A determination was therefore reached that leadership styles, institutional tradition, communication, external players and institutional utilities impacted the success of strategy implementation.

In this regard I concluded and recommend that every organization should have deeply rooted organization culture practice. Organization culture enables employees to be consistent with their knowledge on duties assigned; this will make employees work in an organization diligently with shared meaning and shared sense making.

Organizational Structure and Strategic Plan Implementation

The analysis intended to understand whether organizational structure influences strategic plan implementation by non-governmental organizations. For positive results on strategy adoption, a lot rests with the institutional structure in place. This refers to the manner in which different units or departments in an institution are connected or related. The organizational structure details the associations between different authorities and roles. According to David (2011), some of the signals indicating poor organizational structure are; large crowds, increased focus towards the resolution of departmental wrangles, bigger roles to undertake and increased number of failed plans. The institutional structure enables an institution to determine its processes and the manner of coordination in order to realize the institution's strategic goal. With regards to adoption of strategies, the institutional structure ought to be aligned according to the plan demands. An appropriate institutional structure remains critical towards ensuring the firm adopts its formulated plans.

Akinyi and Atambo (2016) in their study on strategic factors impacting successful adoption of strategies: a study of NGOs within Migori, Kenya and being guided by these objectives: establish the influence of institutional structure towards adoption of strategies; establish the influence of strategic planners towards adoption of strategies and establish the influence of exchange rate towards adoption of strategies. From the analysis it was concluded that exchange rates, institutional structure and strategy formulators influenced positive adoption of strategies in NGOs within Migori, Kenya.

A study by Wairimu (2016) investigating the features impacting successful adoption of strategies in Telkom Kenya Limited, and being founded on these study questions; does the institution's institutional structure impact strategies adoption? Does the firm's institutional tradition impact adoption of strategies? Does the institution's research activity impact adoption of strategies? Deductions from the analysis was that institutional structure has increased role during adoption of plans. Important aspects of institutional structure lies are connected with institutional model, the activities on selection of desired institutional structure. Another conclusion was institutional tradition is foundation on the manner institutional dimensions function internally and externally; giving the institution the platform to engage internally and externally with key players, leading to either success or failure of the institution. Additionally, there was a conclusion that research activities are so critical to an institution's development, showing the contribution of managing change in successful adoption of plans.

Njeri (2017) undertook an analysis exploring issues facing execution of leadership strategies within NGOs (a study on Red Cross). An important deduction from the analysis was that there existed numerous frameworks aiding the adoption of strategies but was limited by insufficient utilities, a result of poor resource allocation plans. It also established that leadership processes do not relate with the institution's strategies that have the ability to direct any task in the institution, thereby acting as a major hindrance to successful execution of plans. The observation was that the leadership doesn't prioritize committing to the strategies, eventually resulting to negative results. There is need for the leadership to dominant in all the steps of plan adoption through the allocation of sufficient utilities, developing goals and monitoring the processes.

Communication and Strategic Plan Implementation

Rono (2017) conducted an analysis on plan adoption and results in Kericho County. The study was guided by these objectives; to examine the impact of utility allocation, importance of the workforce inclusion, effect of rewarding programs, impact of functional processes and importance of communication towards results. Deductions from the analysis showed plan functionalization by utility allocation and operation processes like educational programs impacted results differently. Plan formalization by rewarding programs and communication impacted results.

The study sought out to recognize whether communication influences strategic plan implementation by non-governmental organizations. There ought to be regular communication to the workforce on new demands, roles and processes to be undertaken by those implicated in the changes. Proper communication has been shown to be a significant aspect during the adoption of plans. A communication failure with the workforce breeds a possible ground for hearsay and intimidation in an institution; the workforce wants to be briefed on the on goings irrespective of the nature of the information

Kimathi (2015) in his study explored the institutional aspects impacting the establishment of strategies by small and medium enterprises within Machakos Town, Kenya. From the analysis deductions, it was observed that labor, communication platforms and institutional tradition had a significant effect towards establishment of strategies, although these institutions haven't embraced these conditions in developing their strategies. The analysis bridged the available gaps, further advancing proposals with the ability to enable establishment of strategies within small and medium enterprises. Proposed changes by institutions were; educational programs on strategies formulation, starting rewarding programs to increase the workforce participation in strategy formulation. Also, small and medium enterprises ought to improve their information systems ability for better results.

The study sought out to recognize whether strategic plan implementation in NGO's influences strategic plan implementation by non-governmental organizations. It was found that strategic plan implementation in NGO's remains crucial for survival of institutions. This is because environment keeps changing due to constant realities which present themselves in the daily operations of the organizations.

5.3 Summary

Leadership and Strategic Plan Implementation

Results from table 4.4 below indicated the smaller group(with a mean of 4.35 and a SD of 0.842) affirmed that commitment of top management is very crucial in strategy implementation because employees take their cues from senior management. The second group was made up of those who also affirmed that leadership energy demonstrable commitment send a positive signal to the employees(mean score of 4.24 and a SD of 0.852). a good percentage of the respondents were in undecided that; the strategic leader guides an institution through the assurance on the achievement of prolonged goals and determination of plans by heads charged with the implementation processes, (a mean score of 3.98 and a SD 0.963), leaders clarify the desires and ensures rewarding whenever targets are reached (a mean score of 3.81 and a SD of 0.794, and strategic leader provides and shares vision, direction and purpose for the organization (a mean of score of 3.77 and a SD of 0.812).

The findings coincide with Thompson and Vecchio, (2009), who puts it clearly that good leadership remains critical for any desirable strategy adoption process. Within a highly competitive setting, a significant role of the strategic leadership remains to offer and articulate the mission clearly.

Organizational Culture and Strategic Plan Implementation

Findings from table 4.6 below indicates all the respondents in the category of organizational culture agreed that; it is from institutional culture that the workforce develops a common goal guiding them in their day to day processes of an institution (a mean of score of 4.40 and a SD of 0.849), culture shapes the manner individuals and units engage and the stakeholders interactions externally (a mean score of 4.23 and a SD of 0.812), equally with institutional tradition enhancing integrations and collaborations internally at (a mean of score of 4.23 and a SD of 0.812), culture ensures knowledge and a recognition of an institution's key standards that enable the workforce to tackle concerns they encounter along strategy adoption at (a mean of score of 4.21 and a SD of 0.774, and finally institutional tradition establishes the pace for the firm and develops the behavioral conduct at (a mean score of 4.14 and a SD of 0.774 similarly with institutional culture enabling development and spreading of key standards at (a mean of score of 4.14 and a SD of 0.774

According to Koontz and Wehrich (2012). this is the basic form of conduct, common beliefs and principles the entire institutional group share. This entails education and sharing of awareness, faiths and conduct pattern within a certain period. It implies institutional tradition being solid, with little room for transformations. The institutional culture is the driver of the institution and determines the preferred mode of conduct.

Organizational Structure and Strategic Plan Implementation

Findings from table 4.6 below indicates the participants affirming that institutional structure; defined the hierarchical structure, authority durations and reporting channels at (a mean score of 4.53 and a SD of 0.505, prescribed associations among different roles and processes at (a mean score of 4.42 and a SD of 0.499), institutional structure enable the firm determine its plans and the coordination manner in order to realize institution's strategic goal at (a mean score of 4.42 and a SD of 0.499, institutional structure is the basis for formation of departments and roles in an institution at (a mean score of 4.40 and a SD of 0.495, and institutional structure ensures coordination and integration of roles done by the workforce in an institution at (a mean score of 4.21 and a SD 0.412).

For positive results on strategy adoption, a lot rest with the institutional structure in place. This refers to the manner in which different units or departments in an institution are connected or related. The organizational structure details the associations between different authorities and roles. According to David (2014), some of the signals indicating poor organizational structure are; large crowds, increased focus towards the resolution of departmental wrangles, bigger roles to undertake and increased number of failed plans. The institutional structure enables an institution to determine its processes and the manner of coordination in order to realize the institution's strategic goal. With regards to adoption of strategies, the institutional structure ought to be aligned according to the plan demands. An appropriate institutional structure remains critical towards ensuring the firm adopts its formulated plans.

Communication and Strategic Plan Implementation

Analysis from table 4.8 below indicates that a significant majority of the study participants affirmed that communication; results to speculation whenever the institutional leadership shows failure in communication, disrupting activities and making the workforce feel unappreciated at (a mean score of 4.40 and a SD of 0.495), proper communication ensures the workforce are aware of

new demands, roles and processes to be undertaken by enables employees to know the new requirements, tasks and activities to be performed by those affected at (a mean of 4.19 and a SD of 0.394), communication makes the workforce to be aware of developments, irrespective of their nature at (a mean score of 4.12 and a SD 0.324), and that communication ensure the workforce is consistently briefed on strategies and progress in the adoption stage at (a mean of 4.09 and a SD of 0.294). A smaller group indicated communication failure possibly leads to spread of false information or intimidation in institutions at (a mean score of 4.81 and a SD of 0.394).

The findings approve deductions from an analysis by Littlejohn (2011). showing proper communication being a significant aspect during the adoption of plans. A failure in communication with the workforce breeds a possible ground for hearsay and intimidation in an institution; the workforce wants to be briefed on the on goings regularly. The atmosphere of speculation as a result of the leadership's failure in their communication roles stagnates progress and makes the workforce develop a sense of belittlement by the leadership since they aren't involved during decision making processes. It is critical to regularly brief the workforce on strategies formulation as well as the progress during the adoption stage. Involvement of every individual under the firm through forums like meetings, team buildings is so critical since it complements the formulation and adoption stage. Communication is an important success indicator with regards to strategies adoption (Achoki, 2010). Institutions must ensure availability of superior communication plans so as to enhance the strategy adoption success.

5.4 Recommendation

Based on the study deductions and terminations, the study recommends that the key strategy that NGO's should daily use and cherish is communication. They should communicate their ideas vertically and horizontally. The other strategic plan implementations such as organizational structure, cultures and leadership should be inculcated even though the findings were showing that they meagerly contribute to the adoption of strategic plans within 7 NGO's in Nairobi County. The study concludes that strategic plan implementation in NGO's is very critical and therefore communication should be embraced as one of the most powerful tools in strategic planning. The organizational culture, structure and leadership should also not be ignored because they influence strategic plan implementation of the NGO's in Nairobi County.

Leadership and Strategic Plan Implementation

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

Organizational Culture and Strategic Plan Implementation

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

Organizational Structure and Strategic Plan Implementation

Organization structure defines the patterns of operations in an organization, mainly categorized as organic or mechanistic in nature. Organization structure therefore dictates the pace of organization responsiveness to its needs and tasks accomplishment. Organization structure defines matters like span of control and chain of command. These are vital components as far as organization responsiveness to strategy implementation is concerned. In strategic planning therefore I recommend thorough environmental scanning to ensure competitive organizational structure is employed, organizations vary in size and complexities therefore this scanning will help NGOs arrive at a competitive structure that support strategic plans implementation.

Communication and Strategic Plan Implementation

Communication is the process of sharing the commonness of thought; it therefore involves information source, media and feedback. Communication therefore is the medium of making strategic plans known to the strategy stakeholder's i.e. the corporate, business and functional strategy levels. Communication transmits the strategic plans from corporate to business and functional levels, therefore effective communication for the strategic decisions ensures efficiency in strategic plan communication and subsequent implementation. I therefore recommended adjustment of communication links and channels to ensure efficiency of communication channel media and feedback mechanisms.

Suggestions for Further Research

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

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

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APPENDICES

Appendix 1: Questionnaire for the Respondents

The information provided will be only for academic purpose. Read carefully and give appropriate answers by ticking or filling the blank spaces. The information will be treated confident

SECTION A: GENERAL INFORMATION

1. Indicate your gender (Tick one) Male [] Female []

2. By use of a tick (), please indicate the age category that applies for you.
 - a) Below 30 years []
 - b) 30 – 34 years []
 - c) 35 – 39 years []
 - d) 40 – 44 years []
 - e) 45 years and above []

3. Working experience
 - 5 yrs and below []
 - 6- 10 years []
 - 11-15 years []
 - 16- 20 years []
 - 21 years and over []

4. Highest level of education
 - Diploma []
 - Undergraduate []
 - Masters []
 - PHD []

SECTION B: LEADERSHIP

5. To what extent do you agree with the following statements on leadership on strategic plan implementation? Key: 5 strongly agrees, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree (please put an X as appropriate).

Leadership	1	2	3	4	5
Strategic leader provides and shares vision, direction and purpose for the organization					
Leaders clarify the expectations and offers recognition when goals are achieved					
The strategic leader directs the organization by ensuring that long term objectives and strategies have been determined and are understood by managers who will be responsible for implementing the strategy.					
Commitment of top management is very crucial in strategy implementation because employees take their cues from senior management					
Leadership energy demonstrable commitment send a positive signal to the employees					

6. Briefly explain the influence of leadership on strategic plan implementation in NGOs in Kenya

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SECTION C: ORGANIZATIONAL CULTURE

7. To what extent do you agree with the following organizational culture on strategic plan implementation? Key: 5 strongly agrees, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree (please put an X as appropriate).

Organizational Culture	1	2	3	4	5
Organizational culture helps in nurturing and dissemination of core values					
Culture control the way people and groups interact with each other and with stakeholders outside the organization					
Culture sets the tone for the company and establishes rules on how people should behave.					
Organizational culture enhances integration and coordination within the organization.					
Culture gives members of the organization the ability to develop a collective identity, and guides them in their daily business relationships					
Culture creates awareness and understanding of the organization’s core values that help employees to respond to problems they face during the process of strategy implementation.					

8. Briefly explain the influence of organizational culture on strategic plan implementation in NGOs in Kenya

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SECTION D: ORGANIZATIONAL STRUCTURE

9. To what extent do you agree with the following statements on organizational structure on strategic plan implementation? Key: 5 strongly agrees, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree (please put an X as appropriate).

Organizational structure	1	2	3	4	5
It prescribes relationships among various positions and activities					
The structure helps an organization identify its activities and the way in which it will coordinate them to achieve the firm's strategic objective					
Organizational structure coordinates and integrates the tasks executed by all employees in the organization					
Organizational structure determines the departments and functions in an organization					
It defines the hierarchy, span of control and reporting relationships,					

10. Briefly explain the influence of organizational structure on strategic plan implementation in NGOs in Kenya

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SECTION E: COMMUNICATION

11. To what extent do you agree with the following statements on communication on strategic plan implementation? Key: 5 strongly agrees, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree (please put an X as appropriate).

Communication	1	2	3	4	5
Communication enables employees to know the new requirements, tasks and activities to be performed by the affected employees					
Uncertainty when management doesn't communicate disrupts work and makes employees feel as if they aren't a part of the decision					
Communication keeps employees updated regularly about the plans and progress toward the change implementation.					

Failing to communicate with all employees invites rumors and fear into the workplace					
Through communication, employees are able to know what's going on, whether it is positive or negative news					

12. Briefly explain the influence of communication on strategic plan implementation in NGOs in Kenya

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SECTION F: STRATEGY IMPLEMENTATION

Policy Support

Does your organization maintain a policy manual?
(5 - If YES 1 - If NO) 12 3 4 5

Are organization policies updated on a regular basis?
(5 -if in the last year, 4 -if in the last 2 years, etc.) 12 3 4 5

Rate the relevance of your organization’s policies to current association activities? (5 -very relevant 1 -not relevant at all) 12 3 4 5

Rate the understanding and support to formal policy development and implementation by the:

Membership 12 3 4 5

Board of Directors 12 3 4 5

Executive Director 12 3 4 5

Financial Capacity

Rate your organization's financial capacity to implement strategies. 12 3 4 5

Rate the commitment to providing financial resources to support the implementation of strategic initiatives. (5 - very committed 1 -not committed at all) by the:

Membership 12 3 4 5

Board of Directors 12 3 4 5

Motivation and Ownership

Rate the motivation to maintain and support the implementation of strategic initiatives by the:

Board of Directors 12 3 4 5

Staff 12 3 4 5

Rate the "ownership" taken to implement strategic initiatives by the:

Membership 12 3 4 5

Board of Directors 12 3 4 5

Executive Director 12 3 4 5

Board Support

Rate your board's commitment and support to the implementation of strategic initiatives. 12 3 4 5

Rate the performance of your Board as it relates to the delivery of support to strategic initiatives: (as opposed to “talking the talk”) 12 3 4 5

Organizational Structure

Rate how appropriate the current structure of your organization is to support the implementation of strategic initiatives. (5 -very appropriate 1 -not appropriate at all) 12 3 4 5

Rate the effectiveness of your current governance model as it relates to the implementation of strategic initiatives. (5 -very effective model 1 -not effective at all) 12 3 4 5

Open to Change

Rate your organization’s readiness for organizational change. (5 -very prepared 1 -not prepared at all) 12 3 4 5

Rate the willingness to accept and implement change (5 -very open 1 -not open at all) by the:

Membership 12 3 4 5

Board of Directors 12 3 4 5

Executive Director 12 3 4 5

Human Resources

Rate the human resource capability to manage and implement a change process or new strategic direction by the:

Membership 1 2 3 4 5

Board of Directors 1 2 3 4 5

Rate the competencies of your organization staff to plan, manage and implement strategic initiatives. 1 2 3 4 5


Thank you for your participation

APPENDIX II: A list of NGOs in Nairobi county

- 1 Hope International
- 2 YMCA
- 3 FIoNe Initiatives
- 4 Care International
- 5 AIESEC (KCAU)
- 6 Women Fighting AIDS in Kenya
- 7 GROOTS Kenya
- 8 U-TENA
- 9 Abantu For Development, Nairobi
- 10 Women's Rights Awareness programme, Nairobi
- 11 Youth Enlightenment and Transformation, Nairobi
- 12 Mother Ippouta Catholic Dispensary
- 13 Mary Immaculate Centre
- 14 St. Pary's Parish
- 15 Makadara Youth Resource Centre, Nairobi
- 16 YMCA National Training Institute
- 17 German International Cooperation, Nairobi
- 18 Pamoja initiative, Nairobi
- 19 Ngong Road Children Association, Nairobi
- 20 Fanaka Development Programmes Group, Nairobi
- 21 Urban Centre International , Nairobi
- 22 Social Empowerment Foundation, Nairobi
- 23 Center for Rights Education and Awareness - CREAM, Nairobi
- 24 Youths For Life, Nairobi
- 25 Youth Leadership development for Africa, Nairobi
- 26 Peace Tree Network, Nairobi
- 27 Poverty Be History Organization, Nairobi
- 28 Nuba Relief Rehabilitation and Development Organization, Nairobi
- 29 Network for Water and Sanitation, Nairobi
- 30 Nairobi Peace Initiative-Africa, Nairobi
- 31 Green Care Habitat-Grechah, Nairobi

- 32 Population Council, Nairobi
- 33 Islamic Relief, Nairobi
- 34 Education For Life Programme (EMSA), Nairobi
- 35 Equality Now, Nairobi
- 36 African Centre for Economic Growth(ACEG), Nairobi
- 37 Collaborative Centre for Gender & Development, Nairobi
- 38 Rainbow International Development Agency, Nairobi
- 39 Regional Disaster Management, Nairobi
- 40 Society for Women & Aids in Kenya, Nairobi
- 41 GOAL KENYA, Nairobi
- 42 Pact Kenya, Nairobi
- 43 Zimmerman Public Library, Nairobi
- 44 Youth Rehabilitation And Environmental Organization, Nairobi
- 45 Youth Organization On Climate Change (YOCO), Nairobi
- 46 Youthnet Africa, Nairobi
- 47 Youth Kids Foundation, Nairobi
- 48 Youth Initiatives Kenya, Nairobi
- 49 Youth In Community Development And Self-Awareness Promotions, Nairobi
- 50 Youth Federation For World Peace, Nairobi
- 51 Youth Education Network, Nairobi
- 52 Youth Development Centre, Nairobi


APPENDIX III: Nacosti Research Permit


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