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

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ABSTRACT

This study established features impacting strategic plan adoption within NGOs based in Kenya. The analysis contributed 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. 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 revealed that organization communication, organization culture, organization leadership and organization structure were individually statistically significantly related to strategic plan implementation p-value<0.05. The study concluded that, predictors individually and collectively influence execution of strategies. The findings were 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 but were not considered in this study or the same variables to different populations, locations and other sectors of economy in Kenya.

Key Words: *Organization Culture, Leadership, Communication, Organization Structure, Strategic Plan*

INTRODUCTION

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) advances that 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.

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.

In Kenya Omboi & Mucai (2011) argues that poor leadership conduct due to critical reasoning of the leadership as well as the impact of rewards and recognitions were determined to be insignificant since it is basically an intrinsic process of motivation desired by positive employment relations, compared to intrinsic motivation by the leadership by physical rewards by the leadership making tutors embrace the adoption of key schedules. In order for an institution to positively adopt its plan, there must check for 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 for effective articulation of concerns, this leads to realization of key plans, tradition and strategy.

Bwibo, (2000) 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. Korten, (1990) 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 (Rok, 1990).

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. (Muturi, 2013) advances that eventually; NGOs have a contribution towards the state's planning processes from their contribution during strategy creation and execution.

Problem Statement

An observation by McNamara (2010) is advanced concerning the practice of institutional strategy publications being idle, with the institutional leadership failing to adopt possible plans captured in the publication. A study by (Aosa, 2008; Fubara, 2007) 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.

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 Muturia (2019) examined the diverse strategic planning traditions and their effect on institutional outcomes. An analysis by Arasa (2008) explored strategic planning, workforce involvement and institutional outcomes within the insurance sector in Kenya. Another study by Ong'ayo (2012) examined the workforce's view on the impact of strategic planning towards institutional outcomes at the Foreign Affairs Ministry in Kenya. Little or no studies exist on the features impacting adoption of strategic business plan within NGOs based in Kenya. Based on this awareness, 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.

Objective of the Study

The main objective of this study was to assess factors that influence of strategic plan implementation in Non-Governmental Organizations in Nairobi County, Kenya. The study was guided by the following specific objectives;

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

LITERATURE REVIEW

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.

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 is 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, 2001).

Stakeholder Theory

The analysis additionally borrows from the stakeholder theory, which according to (Donaldson & 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 (Maria & Jacob, 2016), the theory from its conception has established its applications as realistic and important principle linked with strategy, a demonstration captured by existing publications.

Empirical Review

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 II & Robinson (2003), 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 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 horning 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, could despite this be limited by insufficient utilities and some external market factors.

Based on Thomson, Scott and Martin et al (2017), even as institutional structure details the manner formulated plans should or should not the adopted, 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, Scott and Martin *et al*, 2017)

Campell (2015) emphasize that developing designing effective structures for large, diverse institutions is complex, with decisions concerning what may best be centralized and what 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.
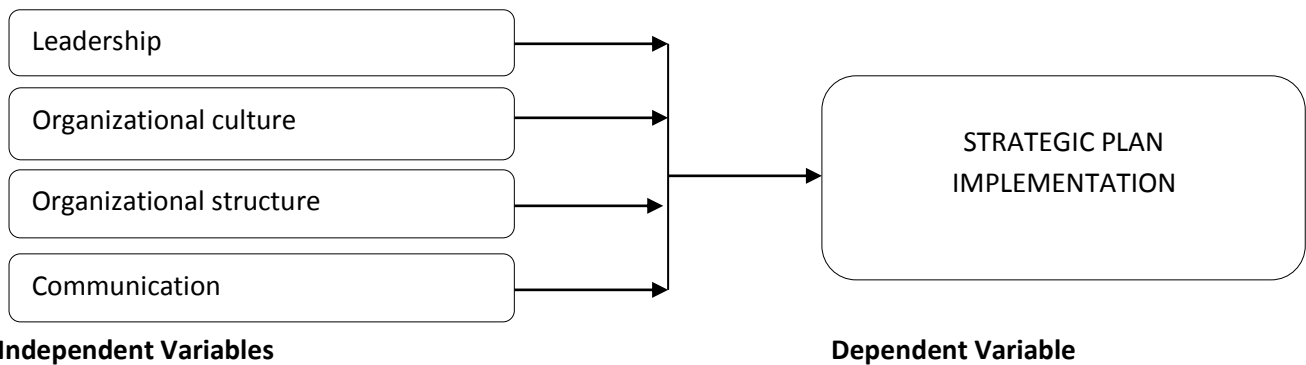
For positive results on strategy adoption, a lot rest with the institutional structure in place. This refers to the manner in which different units or departments in an institution are connected or related. The organizational structure details the associations between different authorities and roles. According to (David 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 (Hill et al, 2009).

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 Peng and Little John (2009) 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, Miniace and Falter (2007). Institutions must ensure availability of superior communication plans so as to enhance the strategy adoption success.

Leadership

Organizational culture

Organizational structure

Communication

STRATEGIC PLAN IMPLEMENTATION

Independent Variables   **Dependent Variable**

Figure 1: Conceptual Framework

Source: Researcher, 2021

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

Organization structure defines the patterns and sequence of day to day operations in an organization, in addition to it defines communication channels in an organization this may be organic or mechanistic in nature.

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

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

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.

METHODOLOGY

The analysis employed a descriptive study model. The target population was made up of all identified non-governmental institutions based in Nairobi. The study settled on a sample frame comprising of identified non-governmental institutions based in Nairobi. Yamane's formula n = 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. Questionnaires were used for data collection. The questionnaire format was the 1st section collecting demographical data and the last section collecting data based on the study goals. 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.

FINDINGS

Leadership and Strategic Plan Implementation

The leadership style continues to be recognized as a feature influencing adoption of strategic plans iby 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 Disgree; 2= Disagree; 3= Undecided; 4= Agree; 5=Strongly Agrees. Results from table 1 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 resopndents 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 1: 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 coincided with Thompson & 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 (Thompson, 2009). 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, Thompson (2009). 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 Gichohi (2015) 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.

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 2 below

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indicated 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 2: 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 way individuals units engage 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 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 was shown to have a contribution towards the nourishment and articulation of key principles. According to Hill et al (2009), 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, 2007).

According to Weihrich & Koontz (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 (Mehdi, Raza & Abbas (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, Arayesh, Edmad, Maryan and Mansouri (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 Muriithi, Muriuki and Kinyanjui (2017) 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.

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 3. Findings from table 3 below indicated 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 3: 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

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 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.

The findings agreed with an analysis by Buuni, Yusuf, Kiiru and Kameru (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 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'enoh (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? Dueductions 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.

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 were detailed below in table 4. Analysis from table 4 below indicated 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: 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 ensures 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 Peng and Little John (2009) 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, Miniace and Falter (2007). Institutions must ensure availability of superior communication plans so as to enhance the strategy adoption success.

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However the study findings are in contrast with Gedi & 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.

Kipkorir and 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.

Kimathi (2015) 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.

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 were detailed below in table 5. from the analysis, 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).

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Table 5: 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 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.

Inferential Statistics

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 6: Correlation Analysis

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

Communication	Pearson Correlation	-.049	.125	.059	1	.346*	.094
	Sig. (2-tailed)	.753	.423	.709		.023	.549
	N	43	43	43	43	43	43
Strategy Implementation	Pearson Correlation	.270	-.170	.299	.346*	1	.632**
	Sig. (2-tailed)	.079	.277	.052	.023		.000
	N	43	43	43	43	43	43
Strategic plan implementation in NGO's	Pearson Correlation	.242	-.035	.341*	.094	.632**	1
	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 6 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 7: Model Summary

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 7 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 implied to some extent that there is strong explanatory power for the whole regression.

Table 8: The ANOVA

ANOVA[a]						
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 8 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 9: Relationship Between Dependent and Independent Variables

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
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-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-value<0.05.Hence all the hypotheses were rejected.

CONCLUSION AND RECOMMENDATIONS
Results 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).

Findings indicated that 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

Findings indicated 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 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.

Analysis indicated 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 approved deductions from an analysis by Peng and Little John (2009) 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.

Based on the study deductions and terminations, the study recommended 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 within7 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.

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.

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.

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 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 transits 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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