

**STRATEGY IMPLEMENTATION AND PERFORMANCE OF LOCAL
NON-GOVERNMENTAL ORGANIZATIONS IN THARAKA NITHI
COUNTY, KENYA**

BY

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DECLARATION

I, Mbogo Keeru Lulu, hereby declare that this MBA Research Project Titled “Strategy Implementation and Performance of Local NGOs in Tharaka Nithi County, Kenya” is my novel and has not been presented to any University, College or Institution, for conferment of any Degree, Diploma or Certificate.

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SUPERVISOR’S APPROVAL

This research project prepared by Mbogo Keeru Lulu Titled “Strategy Implementation and Performance of Local NGOs in Tharaka Nithi County, Kenya” has been handed in for assessment with my endorsement as the appointed University Supervisor



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DEDICATION

To the most important people in my life: my lovely family and friends for all their support in my pursuit of further education.

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The success of this study is not entirely my own. Therefore, I acknowledge the contributions of the following people who made my study possible. To them, I express my deepest gratitude.

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ABSTRACT

In today's fiercely competitive environment, most local organizations have only one choice to develop and implement strategies that will spur organizational growth or die. Strategy implementation is complex; it is energy-consuming and tedious. Individuals associated with it concur that it is prudent to engage in procedure definition rather than put it into action. In emerging economies, there needs to be more theoretical and empirical research on the link between strategy implementation and the performance of local non-governmental institutions. The study's objective was to assess the effect of strategy implementation on the performance of local non-governmental organizations in Tharaka Nithi County, Kenya. The study was carried out on the selected Local NGOs in Tharaka Nithi County, Kenya, and targeted the leaders of these organizations. The study adopted a cross-sectional survey design. Primary data was collected via questionnaires using the "drop and pick" method. The questionnaires were self-completed and collected within two weeks of delivery. The data were analyzed using both descriptive & inferential statistical measures. Descriptive statistics included: frequencies, percentages, mean scores, and standard deviations. Inferential statistics was done using regression analysis to determine the relationship between the independent and dependent variables under study. The study findings revealed that most organizations allocated financial resources towards strategy implementation, issued adequate resources to implement new strategies, and involved and trained staff in strategy implementation. The local NGOs in Tharaka Nithi had the leadership capability to manage to fund. On institutionalization of strategies, the study found that the goals and objectives of the organization were made clear to all and that new strategies were communicated to all employees. They also had a performance recognition system in place, which was linked to new strategies. From the study, it was evident that operationalization and institutionalization of the strategies both statistically and significantly influenced the performance of the local NGOs in a positive way.

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CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

Business strategies are well thought out plans, actions and objectives that highlight how organizations compete in a given market, with a given product or service (Bosire, & Owour, 2018). Therefore, activities designed to manage actions linked with delivery of these strategies is what constitutes a strategic implementation. In his study Albalaki, Abdullah & Kamardin, (2018) defines strategy implementation as the approach of converting plans into action to attain desired results. Strategy implementation can either be operationalization of strategies or institutionalization of strategies. In operationalization of strategies, company's business strategies are refined indicating candidly operating procedures, resources allocation and human resource participation to achieve a particular goal in business, while institutionalization of strategies would simply involve communication and organization culture that are inclined towards achieving an organization goal (Mbaka and Mugambi 2014). Therefore, the success or performance of every organization relies on its potential to implement strategies and execute key processes consistently, efficiently and effectively. Organizational performance entails the actual outputs of a firm as measured against the firm's envisioned outputs. Dinçer, Yüksel, and Çetiner, (2019) also explains organizational performance as the success or realization of organization goals at the completion of the program or projects as it was envisaged.

This study is anchored on Resource Based Theory and supported by Mckinsey Seven S's Model of Strategy Implementation and Systems Theory. Mckinsey Seven S's Model explains that efficiency of an organization is derived from the interplay of seven important factors: structure, systems, strategy, skills, style/culture, staff, and subordinate objectives. Interfaces and compatibility between the above components are vital in ensuring the company meets its set goals. Therefore, the purpose of strategy transforms a firm from its existing state to a state

characterized by its intentions, subject to limitations and potential. In Systems Theory, given the many open or closed systems organization structures that react to external influences, organizations strive to accomplish their strategic goals and be successful after addressing all these external factors with laid down strategies. Resource Based Theory anchors the current study because it helps local NGOs evaluate and comprehend their internal resources as it depicts need for internal resources and strengths when designing strategy that will enhance organization performance. Resources are inputs that enable the operation of local NGOs whereby internal resources and capabilities determine organization's competitive strategy. The primary concern in strategy implementation in local NGOs, is how to make a dynamic interpretation of procedure throughout the organization. The challenge is amplified in instances where methodologies are determined by the best administration and must be implemented thought the structures. It is therefore crucial that best administration of local NGOs adjusts its interests in order to overcome the obstacles presented by the administrative structure. Through collaboration, employees at all levels can make cooperative efforts; this includes components through which the NGOs can manage potentially divergent interests to achieve their goals. In Kenya, local NGOs may have developed key designs, but their presentations have not advanced. This is likely due to absence of well-developed strategy plans or poor execution of the strategies (Mintzberg & Quinn, 2011). The present study therefore seeks to assess the execution of strategy and performance of local Non-governmental Organizations in Tharaka Nithi County, Kenya.

1.1.1 Concept of Strategy Implementation

Strategy implementation encompasses the means by which a firm develops, operates, and assimilates organizational structure, control systems, and values in order to attain a competitive advantage and improve its performance. Amoo, Hiddlestone-Mumford, Ruzibuka, & Akwei, (2019)

defines strategy implementation as comprehensive initiatives whose intent is to transform strategic plans into actions with the aim of achieving desired objectives.

According to Noble (1999), implementation of strategy is the communication, interpretation, approval, and execution of strategic plans. Luhangala, and Anyieni, (2019) defines strategy implementation as the development of suitable structures and control systems for the organisation in order to effect a selected strategy into action. Implementation of strategy is concerned with translating a strategic decisions into action and involves: Allocation of both financial and human resources towards strategy-essential activities, creation and review of organisation's policies, policies and procedures, training of staff involved, deploying strategic leadership and establishing a reward structure for accomplished results.

1.1.2 Organization Performance

Organizational performance entails the real output of a firm as assessed against the firm's envisioned outputs. Rajasekar (2014) also explains organizational performance as the success or realization of organization goals at the completion of programs or projects as it was envisaged. It is presently acknowledged by many business organizations that one of the major predictors of business profitability is its market share. Under many circumstances, business organizations that have attained a large share of the market are considered to be more profitable as compared to their smaller-share rivals (Ensslin et al., 2022). The relationship between market share and profitability of the business organization is explained by three factors; market power, economies of scale and quality of management. Many economists argue that large scale business organizations earn comparatively higher profits than their smaller competitors due to their greater market power, given that their sizes allow them to have more bargaining power, control prices in the market and eventually makes higher volume of sales and make more profits. On economies of scale, the more likely explanation for high return rate experience by

large share firms is that they attain economies of scale in cost component of procuring, manufacturing and marketing.

Based on the definition, it is understood that performance depends on personal attributes, capabilities and the willingness of each employee to be integrated with the institutional purposes (Rehman, Mohamed, & Ayoup, 2019). Organizational performance can either be Subjective or Objective in nature. Subjective Measures of performance refers to non-economic indicators of performance and may include increase in sales, staff motivation, consumer satisfaction and retention and competitive advantage. In this study, the performance of the local NGOs will be measured through quality management, service delivery, performance management and satisfaction of beneficiaries

1.1.3 Local Non-Governmental Organizations

NGOs are private, not-for profit making institutions whose mission is to address specific societal issues by implementing program, projects and activities on social, political, and economic objectives, such as education, health, environmental conservation, and promotion of peace and stability (van Zyl, Claeyé, & Flambard, 2019). NGOs are voluntary, non-profit citizen organizations formed at the local, national, or worldwide levels. They fall into three categories: operational, advocacy, and hybrid (Davis & Swiss, 2020). NGOs that are operational give products and services to those in need. Advocacy NGOs advocate for the interests of people groups who lack a voice or the means to advocate for themselves before national and international governments. Hybrid NGOs undertake advocacy and operational activities, as described above, in addition to addressing social needs, either independently or in partnership with businesses and governments (Cardoso & Forte, 2020). Due to the fact that NGOs are often organized around particular causes – such as health and environmental preservation or human

rights – they might function as early warning systems or monitors of official agreements in their respective fields of interest.

NGOs contribute to society by, among other things, bringing attention to pertinent issues affecting the society and championing for the concerns of the affected groups. Typically, they are more economical than private or governmental organizations or institutions (Ntimama, 2018). In addition, extensive networks of NGOs are distinct from those of the typical multinational corporations or government, often as a result of having worked in challenging environments or with vulnerable populations. In most cases, these organisations enjoy a higher degree of acceptability in the eyes of their beneficiaries (Nancy & Yontcheva, 2006; Yaziji, 2004).

In Kenya, the NGOs Coordination Board is mandated with the registration, facilitation and coordination of all local and international NGOs in the country. The Board also advises the government on the impact of the NGOs to national progress by providing policy guidelines for NGOs to align their projects with the priorities of the national government and receiving and reviewing annual reports from NGOs (NGO Board, 2016). In Kenya, NGOs are defined under the NGOs Coordination Act (No. 19 of 1990), as revised by Kenya Gazette Supplement No. 85 (Act No. 8) on 23 October 1992. NGOs, as private, voluntary organizations or groups that are not managed for financial or commercial gains, but have organized themselves for the benefit of the societies in which they operate in (NGO Board, 2016). The primary aim of non-governmental organizations (NGOs) is to promote social well-being, development, aid, or research in fields including but not limited to health, education, environmental protection, peace, and justice and conflict management, agriculture and the provision of services and infrastructure (NGO Board, 2016). There are over 1441 NGOs in Kenya, with 37 of them

actively engaging in activities in Tharaka Nithi County. These organizations promote social welfare, charity, or research in areas such as relief, health, agricultural, and education services.

1.2 Research Problem

Organization strategies as explained by Upadhaya, Munir and Blount, (2014) are well thought out plans, actions and objectives that highlight how an organization compete in a given market or achieve its goals. Therefore, actions designed to manage activities linked with delivery of these strategies is what constitute a strategic implementation. Brito (2012) also explains that strategy implementation is the approach of converting plans into action to attain a desired results. Strategy implementation can either be operationalization of strategies or institutionalization of strategies. In operationalization of strategies, company's business strategies are refined indicating candidly operating procedures, resources allocation and human resource participation to achieve a particular goal in business, while institutionalization of strategies would simply involve communication and organization culture that are inclined towards achieving an organization goal.

The primary concern in strategy implementation in local NGOs, is how to make a dynamic interpretation of procedure throughout the organization. This challenge is compounded when one considers a scenario in which the methodologies are determined by the best administration and must be executed by all the structures within the organisation. It is crucial that the administration of local NGOs adjusts its interests in order to overcome the obstacles presented by the administrative structure (Taylor, 2019). Through enhanced collaboration, all levels of staff can make cooperative efforts; this includes components through which the NGOs can manage potentially divergent interests to achieve their goals (Dooms, 2005). In Kenya, local NGOs may have created key designs, but their presentations have not advanced.

A number of studies have tried to assess how strategy implementation influences the performance of diverse organizations. For instance, Khalid and Nusari (2020) aimed to investigate the impact of vision, mission, and objectives on operational performance of the UAE public sector. The study established that the three elements of strategic planning had a significant effect on operational success. Similarly, Muhammad, et al. (2020) sought to identify the strategic sensitivity and its effect in promoting innovative behaviour of Palestinian NGOs in Gaza Strip. In this case, the study found a statistically substantial correlation between sensitivity and innovative behaviour, and strategic sensitivity was found to be affecting creative behaviour. Also, Donkor, Donkor, and Kwarteng (2018) examined the interaction between market dynamics and strategic preparation on the performance of small and medium-sized businesses (SMEs) in Ghana. It was established that a regular implementation of strategic planning methodology adds to improvement of SME (Profit- Making) performance in Ghana. According to the research. Kipkorir and Ronoh (2017) also evaluated the Non-Governmental Organizations' Strategy Implementation and Performance in Kericho County and the study revealed that strategy operationalization through resource allocation and operating procedures affects performance to varying degrees, and that Strategy operationalization through resource allocation and operating procedures affects performance differently. This study analysed the performance from a financial perspective rather than from programmatic activities that correspond to local NGOs. Ogalo (2019) on the other hand, aimed to examine the connection between strategy execution and the Faith-based Organizations performance in Kisumu Archdiocese and similarly found a strong and favourable correlation between faith-based enterprises' strategy execution and performance. However, in these studies, different methodologies in different geographical settings have been used to assess the strategy implementation and organization performance of diverse business firms, hence posing contextual gaps and inconclusive findings.

In emerging economies, such as Kenya, there is a lack of theoretical and empirical research on the link between strategic implementation and performance of local non-governmental institutions. This therefore poses the research question of how does strategy implementation affects the performance of local non-governmental organizations in Tharaka Nithi County, Kenya?

1.3 Objective of the Study

The objective of the study was to assess the effect of strategy implementation on performance of local non-governmental organizations in Tharaka Nithi County, Kenya.

1.4 Value of the Study

The present study sought to contribute to theory with expectation that different stakeholders and those directly addressing strategy execution and organizational performance would continue the conversation. In an attempt to adopt a strategy for organizational success, the research provided NGOs with a number of useful tools. In particular, the outcomes of this research would be advantageous to a number of critical stakeholders. For example, academics and researchers would find the study to be an important addition to the expanding body of literature on strategy execution and organizational performance, particularly in the NGO sector. Academic scholars may depend on this study's conclusions by duplicating comparable studies and investigating the impact of strategy implementation on organizational success in various geographic and industrial contexts. Given the gap found in this study, the results would serve as a resource for other academics to guide their own research themes. In addition, academic academics might utilize the results of this study to inspire other research and as a supplementary data source.

Given the unique nature of the third sector, institutions mandated to regulate the NGO sector would utilize the results and suggestions of this research to strengthen their engagement with

NGOs and perhaps influence the policy framework. This research may be used by the Kenyan regulator, the NGO Coordination Board, to identify areas requiring efforts and programs in NGO governance. This research is also useful for funding organizations and people. This allows donors to concentrate on an organization's strategy implementation as part of the assessment and qualifying process for grants. It will inform the NGO sector and donor-appropriate measurements of organizational efficiency.

The finding would provide light on the management of non-governmental organizations and the effect of plan execution on the performance of organisations. With the supplied advice, the NGO's leadership is in the best position to increase organizational effectiveness initiatives. The management would be informed, based on the statistical analysis findings, of which strategy implementation components amongst leadership, structure, culture, and resources should be prioritized. The results would provide valuable insights that will be utilized to advise management in NGO sector on areas for improvement. The study's results would contribute to the persistent enhancement of organizational performance.

This study would inform the policy makers in the Kenya Vision 2030 and multilateral establishments implementing the SDGs, of regulatory areas to be strengthened in order to ensure both national and global improvement of national economies supported and enabled by NGOs. This is vital for the development of sustainable solutions to improve living conditions and change countries.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

In this chapter, a comprehensive presentation of literature review on how strategy implementation impacts performance of an organization is highlighted. The chapter therefore starts by underscoring theoretical foundation that informs the study followed by empirical literature review, then conceptual framework and finally provides a summary of both theoretical foundation and empirical literature review as emphasized in the paper.

2.2 Theoretical Foundation

This study is anchored by the Resource Based Theory and supported by Mckinsey Seven S's Model of Strategy Implementation and Systems Theory Each of these theories underlines various aspects of strategy implementation and performance of an organization.

2.2.1 Resource Based Theory

The theory was pioneered by Edith Penrose in 1959 and popularised by Wernerfelt in 1984 as well as Barney in 1991. The theory postulates that organizations are diverse because their resource combinations vary. After 1990, resource-based thinking (also known as resource-advantage theory) took over strategic planning. With its rather prescriptive approach, the positioning school concentrated managerial attention on external factors, notably industrial structure. Finding a durable competitive edge is central to most of the strategic management and marketing literature (Rockwell, 2019).

The resource-based perspective allows strategists to assess prospective competitive advantages. A crucial lesson from this perspective is the resources vary in their importance or possibility for sustainable competitive advantage. Any competitive advantage is only as good as its resources (Smit, & Zoet, 2018). Many experts agree that determining the causal relationship between advantage sources and successful techniques is challenging in practice. Identifying,

defining, and categorizing core abilities requires considerable managerial work. Organisational learning is also required to build, nurture and preserve essential resources and experiences. Experts vary on the precise competitive position categories, but they agree that the resource-based method is more flexible than Porter's prescriptive strategy design. This theory informs the current study because it helps local NGOs evaluate and comprehend their internal resources, and because it highlights the importance of internal resources and competencies when designing strategy to achieve organization performance. Resources are inputs that enable the operation of local NGOs whereby internal resources and capabilities determine an organization's competitive strategy.

2.2.2 Systems Theory

The systems theory originated from engineering, economics, and biology – with an emphasis on the interdependencies that may be applied across diverse organization's schemes in order to comprehend the organization's interaction with its environment (Ruben, 2018). In 1940, Ludwig von Bertalanffy introduced the notion of General Systems Theory (GST), which is mainly focusses on how systems work and interact with a wide variety of other systems by recognizing and recognizing common procedures (Ruben, 2018). Kenneth Boulding, Daniel Katz, and Robert Kahn are the three primary forefathers of general systems theory (Duarte & Tenreiro 2019). Moreover, a system is composed of subsystems whose interrelationships and dependencies tend toward equilibrium within the broader system (Ruben, 2018).

Consequently, a system is a collection of two or more components whose activity influences the behaviour of the whole. In addition, the behaviour of the parts and their impacts on the whole are mutually dependent, and therefore sub-groups of the parts all affect the behaviour of the whole, but none of the subgroups has an independent effect on itself (Ruben, 2018). The general theory of systems distinguishes between open and closed systems (Von Bertalanffy,

2019). As a study of organizations, closed systems presume that the primary characteristics of an organization are its internal components.

In contrast, open systems see the organization's connection with its external environment as essential to its existence and success. Since the systems theory addresses the input and output components and their connections both within themselves and with the external environment, managers must coordinate and integrate the constructs of purpose, people, structure, procedures, and information to optimize an organization's value (Duarte & Tenreiro 2019). The open-systems approach to evaluating organizations analyses the repeating cycles of input and output processing and how they are impacted by the environment.

According to Pesurnay, (2018) organizations may be conceptualized using one of three frameworks. First, there is the rational system, in which organizations are goal-oriented and have highly formalized social structures with rules, responsibilities, and connections to maximize the likelihood of achieving those objectives. The second system is the natural system, in which organizations with informal structures continuously adapt to the environment and emergent strategy is prioritized. In an open system, organizations with interdependencies between their internal system and as occupants of wider settings may result in opposing subsystems. The systems theory has two major flaws: the failure to define exactly what a system is, and the lack of clarity over what is to be included inside the systems theory (Ruben, 2018).

The flaw in systems theory is that it does not explain when and how cooperation with the organization must occur. System theory does not provide what to do when the organizational environment, work environment, and organizational structure are in conflict (Duarte & Tenreiro 2019). The systems theory is also challenged for thinking that the organizational and environmental limits are separate (Dong, 2020). However, Amagoh (2008) asserts that system

theory application cannot give limits, particularly when companies have several communication networks and hybrid interaction schedules. In contexts where roles and team compositions become intertwined, open-systems theory is criticized for failing to give options that guarantee stability and foresight. Therefore, systems theory does not seem to offer a solution when components of a system are in conflict or mismatched in terms of power and resources (Grothe-Hammer, Berkowitz & Berthod, 2022). The connection between biological beings and organizations is too literal and inapplicable to organization growth since it does not give reasoning beyond a specific group.

Given the many open or closed systems organization structures that react to external influences as they strive to accomplish their strategic goals and be successful, systems theory underlies the present research. In addition, it bases organizational structure and design as an essential variable (Ruben, 2018) and informs resource allocation choices for different business ecosystem units and activities. Although systems theory is useful regarding an organization's internal processes and their interaction with the external environment, it is not enlightening regarding the behaviour of an organization's management.

2.2.3 Mckinsey 7S's Model of Strategy Implementation

Mckinsey and Company created this paradigm in the early 1980s after doing applied research in business industry. The approach was utilised to more than seventy-one significant organizations (Kumar, 2019). Their theory stated that the efficiency of an organization is derived from the interplay of seven important factors: strategy, structure, systems, skills, culture and staff. Interfaces and compatibility between these components are crucial for the company to fulfil its goals (Razmi, Mehrvar & Hassani, 2020). A company's strategy is the plan of action it develops in reaction to or expectation of variations in its external environment. The purpose of

strategy is to transform an institution from its present state to one characterized by its goals, subject to restrictions and prospective.

Systems are internal procedures which support and execute the company's strategy and manage its routine operations. Systems are usually closely adhered to and intended for optimal efficiency. Systems should be built with the goal of making customer-facing procedures as user-friendly as feasible (Odeh, 2021). Each company has its own unique culture and management style. The organizational culture consists of rules, values, and beliefs that have evolved through time to become generally durable aspects of corporate life. Culture is an essential factor in the execution of any organizational plan (Bismark, Kofi., Frank, & Eric, 2018). The term staff refers to the individuals working within a firm who contribute to the success of a company. Human resource significance must be the focal point of every corporate plan. In order to get a competitive edge over rivals, organizations should acquire the most qualified employees, offer intensive training, and provide platforms and a work environment that will enable them to explore their full potential (Odeh, 2021). Subordinate objectives and shared values refer to underlying principles that guide the business's core concepts. They keep workers focused on a shared objective. In organizations with a lack of shared values and objectives, employees often pursue personal objectives that may be contrary with the company's objectives (Martins & Terblanche, 2003). The model does not provide clear illustrations of the seven elements' linkages and connections.

2.3 Strategy Implementation and Performance

Strategy implementation entails translating plans into activities and desired outcomes. Its effectiveness is determined by whether the actual performance of the company meets or surpasses the goals outlined in the strategic design and plan. Inadequacies in performance indicate a deficient strategy, execution, or both. The efficiency with which a specific strategy

is executed has a substantial impact on strategy dimensions. Institutionalization of the strategy, or the development of organizational competence to the point where it completely supports the new strategy, is also required for execution. The truth of strategy is anchored in strategic actions, not strategic declarations. This includes tasks like communicating strategic goals throughout the firm, aligning strategy to conform to the structure and values of the firm, choosing effective management and putting in place successful incentive systems. These implementation strategies are targeted on enhancing organizational performance.

The vast majority of empirical strategy research utilizes the concept of company performance to investigate a range of strategy content and process concerns. For instance, Hantiro, & Maina, (2020) define the performance concept in their discussion of the assessment of the measurement of corporate performance. Their research revealed that the performance of business, which represents the strategic management approach, is a small component of the broader idea of organizational efficiency. Nwachukwu, Chládková & Olatunji (2018) further posit that improving financial performance is fundamental to strategy research. However, their study indicates that only 63% of a strategy's prospective return is achieved via execution, and is referred to as Strategy-to-Performance Gap. When applied to a company plan, it depicts that the issue is not the strategy itself, but rather its execution. Many businesses have little to show for the time and effort they invest in strategy creation. On average, organisations deliver just 63% of the organization performance that was pledged by their strategy (Mankins & Steele 2005).

Firms assess their success against long-term objectives seldom. Often, their multiyear targets do not achieve estimates because a substantial amount of worth is lost in translation (Kahneman, Slovic & Tversky, 2012). Mankins and Steele analyse the contributions of several variables to performance disparity and also found that 7.5% of the value is lost on average due to not having the proper resources accessible when required; 5.2% is lost due to ineffective communication; 4.5% due to ineffective planning; and 4.1% is lost due to lack of well-defined

responsibility. According to experts, a corporation may narrow this gap and achieve a 60% to 100% boost in performance via appropriate planning and execution. When firms establish close ties between their strategy, plans, and results, a multiplier effect occurs, resulting in a culture of over performance.

2.4 Empirical Literature Review

Khalid and Nusari (2020) aimed to investigate the effect of vision, mission, and objectives on operational performance in the setting of the UAE public sector. The data was gathered from 372 public sector workers in the UAE and assessed through equation modelling and Smart PLS 3.0. The findings showed that the three elements of strategic planning have a measurable effect on the success of a firm's operations. The suggested model explained 25.3% of the operational performance variation.

Muhammad, et al. (2020) sought to recognize strategic sensitivity and its effect on enhancing the innovative behaviour of NGOs operating in the Gaza Strip. The study employed a descriptive analytical approach and collected data from staff of Institutions operating in Gaza strip. The study found that strategic sensitivity was relatively strong by 79 % while that of creative behaviour was 78%. Statistically, there was substantial correlation between creative behaviour and strategic sensitivity.

Donkor, Donkor, and Kwarteng (2018) examined the interaction between market dynamics and performance of Medium and Small Enterprises in Ghana. The quantitative research examined the interaction between market dynamics, planning, and how small and medium businesses performed in Ghana. A sample size of 200 industrial and service companies was picked for this study. To evaluate the hypotheses, a hierarchical multiple regression analysis is used. A regular implementation of strategic planning methodology added to the improvement of SME performance in Ghana, according to the research. It was also determined that market dynamics

influence company performance, albeit its influence is not statistically significant. Lastly, the research demonstrated that market dynamism only affects performance of SMEs if strategic planning is present.

Kipkorir and Ronoh (2017) evaluated the Non-Governmental Organizations' Strategy Implementation and Performance in Kericho County, Kenya. The intention of the study was to examine the effects of allocation of resources, employee involvement, incentive systems, operational procedures, and communication on performance. The study utilised a survey research approach based on the McKinsey 7s model. The target audience consisted of 37 businesses and 349 management team members. The management was stratified into Executive Board, Directors, Managers, Unit heads and project leads comprising of 151 respondents being selected for the study. It was established from the study that operationalization of strategy through allocation of both financial and human resources and operating procedures (training of employees, implementation of policies, and guidance from the leadership) affects performance to varying degrees, and that allocation of resources (money, personnel, and staff involvement in strategy execution) and operating procedures (employee capacity building, policies, institutionalization of strategy and motivation system (clear goals, objectives, clearly defined strategy, performance acknowledgement system and rewards for performance connected to new strategy) affects performance differently.

Ogalo (2019) aimed to examine the connection between strategy execution and performance of Faith-based institutions in Kisumu Archdiocese. The research was driven by Okumu's framework of essential factors and Higgin's aligned 8Ss model. The research used a descriptive case study methodology. By distributing questionnaires to 86 administrators of the institutions, a census survey was undertaken. Seventy-one of the respondents returned questionnaires that were suitable for examination. Cronbach's Alpha ranged from 0.793% to 0.825% in a reliability

test. Through the use of University subject matter experts, content validity was demonstrated. The data was examined using descriptive statistics based on means and standard deviations. To forecast the success of faith-based organizations based on their resource distribution, organizational structure, and operating processes, a multiple regression was computed. There was a significant regression with an R^2 of 0.647. The highest predictor was strategic resources, followed by operational procedures, and the poorest was organization structure. The research found a strong and favourable correlation between faith-based enterprises' strategy execution and performance.

Mwai (2017) studied how strategy execution impacts organizational performance in Kenyan not-for-profit organizations. This study's research philosophy was positivism, since it relied extensively on quantitative data and sought to examine a social phenomenon, namely organizational performance. Advocated an explanatory and descriptive research design. This study is described as exploratory since it explored organizational performance in order to gain new ideas, evaluate phenomena from a different viewpoint, and depict how a change in the independent factors influences the dependent variable. This study used a field-based survey technique, a correlational research methodology, and a cross-sectional time frame. In 2016, the population consisted of NGOs project managers registered with Kenya's NGO Coordination Board. A sample size was got from the overall population of the project managers using a simple random sampling procedure. For data collection, both open- and closed-ended questionnaires were employed. The descriptive data consisted of standard deviation, mean, and percentages, whereas the inferential analysis consisted of Pearson Correlation, Linear Regression, and ANOVA. According to the study results, leadership style, organization structure, and organization resources all have a major beneficial impact on the success of an organization. It was also discovered that culture has substantial positive effect on the effectiveness of a company, donor policies do not have a significant intervening effect between

strategy implementation and organizational effectiveness, and donor policies do not significantly intervene between strategy implementation and organizational effectiveness.

Wainaina (2014) examined the strategy Implementation and Performance of Firms in Kenya's Telephony Industry using a cross-sectional survey approach. The research population consisted of sixteen people presently employed at the Nairobi headquarters of four major Kenyan telecommunications companies. This research recruited four respondents from each of four telecommunications carriers, for a total of sixteen respondents. The research included both secondary data from various sources and original data gathered via questionnaires. The researcher utilized descriptive statistics and content analysis, as well as pie charts and bar graphs. The study determined that support from the executive was key in every stage of the strategy implementation, that individual personality traits affect execution, that a lack of coordination results in execution taking longer than anticipated, and that the culture of an organisation influences the execution of the strategic plan, based on the discovery.

2.4 Summary of Empirical Studies and Research Gaps

Table 2.1 Summary of Empirical Studies and Research Gaps

Study	Methodology	Key Results	Research gaps	Focus of Current Study
Effect of vision, mission, and objectives on operational performance in the setting of the UAE public sector (Khalid and Nusari, 2020)	Smart PLS 3.0 and Structural equation modelling (SEM)	Three components of strategic planning had a considerable effect on operational success. The suggested model explained 25.3 percent of the operational performance variation.	Focused on UAE public sector (Regional context) and not local NGOs (Local context)	Focussed on strategy implementation and performance of specifically local NGOs
Strategic sensitivity and its effects on boosting the innovative behaviour of Palestinian NGOs in Gaza Strip (Muhammad, et al. 2020)	Descriptive analytical approach	There was a significant correlation between all strategic sensitivity and innovative behaviour, and the availability of a sensitivity impacts of the strategy's strategy on innovative behaviour	Looked at effects of strategic sensitivity on NGOs in Gaza and not on strategy implementation on performance of local NGOs	This study specifically focussed on specific aspects of strategy implementation and how they influence the performance of NGOs specifically in Tharaka Nithi County
Interaction between market dynamism and strategic preparation on the performance of small and medium-sized businesses (SMEs) in Ghana (Donkor, Donkor, and Kwarteng, 2018)	Quantitative research with hierarchical multiple regression analysis	A regular implementation of strategic planning methodology adds to the improvement of achievement of results for Ghana SMEs. In addition, market dynamism has a favourable link with company performance, albeit its influence is not statistically significant	Focused on Interaction between market dynamics and strategic planning on the performance SMEs in Ghana and not performance of local NGOs in Tharaka Nithi, Kenya	The study focussed on strategy execution and performance of NGOs (Not-for-profit organisations) in Tharaka Nithi County
Non-Governmental Organizations' Strategy Implementation and Performance in Kericho County, Kenya (Kipkorir and Ronoh, 2017)	Survey research approach based on the McKinsey 7s model	Operationalization through resource allocation and operating procedures affects performance to varying degrees,	Looked at NGOs in Kericho county as opposed to Tharaka Nithi County. The social-economic, cultural and geographic contexts between the two counties differ and so does the scope	Focussed on strategy execution and performance of Local NGOs in Tharaka Nithi County

			and mandate of the NGOs that operate in the two counties	
Correlation between strategy execution and Faith-based institutions performance in the Archdiocese of Kisumu (Ogalo 2019)	Descriptive case study methodology used Okumu's framework of essential factors and Higgin's aligned model of strategy implementation	There was a significant regression with the highest predictor being strategic resources, followed by operational procedures, and the poorest was organization structure.	Focussed on strategy execution and the performance of Faith-based institutions in Kisumu with their key performance indicators being fundraising efficiency and financial efficiency	Focussed on strategy implementation and how NGOs perform in Tharaka Nithi County
Impact of strategy execution on organizational progress in Kenyan non-governmental organizations (Mwai, 2017)	Explanatory and descriptive research design.	Leadership style, organization structure, and organization resources all have a major beneficial impact on the success of an organization.	Focussed at all the NGOs in Kenya and not the local NGOs	The focus of the study was narrowed down to specifically local NGOs operating in one County
Strategy Implementation and Performance of Firms in Kenya's Telephony Industry using a cross-sectional survey approach. (Wainaina, 2014)	Descriptive Study design	Senior management support serves as a driving force in all the stages of the strategy execution. Individual personality differences also determine implementation, that a lack of coordination results in implementation delays	Looked at the Strategy execution and Performance of Firms in Kenya's Telephony Industry, a public sector and not Not-for profit/humanitarian sector	Focussed on strategy implementation and how NGOs perform in Tharaka Nithi County

Source: Researcher (2022)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents comprehensive study approach that was applied to conduct the study in depth. It includes information about the targeted population, study sample size and techniques for sampling, data sources, and data instrument to be utilized in data gathering and data analysis techniques.

3.2 Research Design

A research design is a plan to be applied when conducting a study (Dannels, 2018). The study employed an explanatory research design, which is usually carried out to identify and describe certain links between various components of the phenomena under investigation. Explanatory research design was preferred in this study since it helped one identify the extent and the kind of relationships existing between variables. Furthermore, Sileyew, (2019) highlighted that by adopting an explanatory research design, it is possible to determine how a variance in a certain variable is influenced by the variance in another. The main goal in this case was to understand, explain, predict and control the relationship existing between variables. Thus, the study design was deemed fit for the study given that it helped in answering the ‘how’ question of the how strategy implementation influence performance of local nongovernmental organizations in Tharaka Nithi County, Kenya. The design was also chosen since it goes beyond describing the, what and why of a study phenomenon and attempts to justify the phenomenon by finding out the causal relationships among variables. Specifically, cross-sectional design was utilised since the survey took place at one point in time and gave a snapshot of the participant responses.

3.3 Target Population

Harris, et al., (2019) explains that population is the entire group with same features from which the researcher seeks to draw the analyses and interpretations. In this study, the study population consisted of 37 local NGOs that actively implement activities in Tharaka Nithi County. Therefore, the study involved all the project managers through census sampling approach due to their small number.

3.4 Data Collection

Data collection is the procedure of gathering and measuring insights on certain identified variables in using a developed system, which then enables one to answer relevant questions and evaluate outcomes Cooper et al., (2000). Both primary and secondary data was used to get comprehensive insight to the study variables. Secondary data sources used was the annual NGO sector reports, journals, theses and dissertations of Kenyan and foreign universities, websites of NGOs and the NGO Coordination Board. The primary data collection tool that was used was a questionnaire, which was administered to the 37 Project Managers to collect current information about the influence of strategy implementation on organization performance of the NGOs. The questionnaires was organised in a 5-likert scale format.

3.5 Operationalization of Study Variable

Table 3.1 Operationalization of Study Variables

Variable	Operational Indicators	Measurement	Measurement Scale	Data Collection Tool	Data Analysis
Strategy Implementation	<ul style="list-style-type: none"> - Operating procedures Allocation of resources - Staff involvement - Reward System and Communication 	Likert scale	Ordinal Interval	Questionnaire Section B and C	<ul style="list-style-type: none"> - Descriptive statistics - Regression Analysis

Performance	<ul style="list-style-type: none"> - Quality management - Service deliver - Performance management - Satisfaction of beneficiaries 	Likert scale	Interval	Questionnaire Section D and E	<ul style="list-style-type: none"> - Descriptive statistics - Regression Analysis
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Source: Researcher (2022)

3.6 Data Analysis

Data analysis involves systematically examining, cleansing, sorting and modelling data with the sole intention of discovering vital information that informs decision making (Kumar, 2018). The study adopted descriptive and inferential statistics in its analysis of quantitative data and show of the nature of association between the variables. The kinds of descriptive statistics that was adopted by the study were frequencies, percentages, mean as well as standard deviation, while regression analysis was as an inferential statistic. The regression tests helped in establishing the nature of correlation that exists between the two variables as shown in the model below:

3.6.1 Empirical model

Therefore, the overall econometric model:

$$y = \alpha_0 + \beta_1 X_1$$

Where:

Y represent performance of the local NGOs

α_0 - constant

β_1 - β_8 - coefficients

X_1 - Strategy Implementation

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents data analysis and interpretation on strategy implementation and performance of local NGOs in Tharaka Nithi County. Once the data had been coded, they were entered into the SPSS version 25 for analysis. The data was analysed using descriptive statistics such as means and standard deviations, while inferential statistics was utilized to establish the relationship between the variables; regression analysis was performed to determine the link between the variables under investigation and the study's objectives. ANOVA was also used to confirm the regression analysis's findings.

4.2 Response Rate

The researcher targeted 37 project managers of local NGOs in Tharaka Nithi. The questionnaires were administered to the 37 respondents out of which 35 fully completed questionnaires translating to a response rate of 94.6%. According to Mugenda and Mugenda (2003) for generalization purpose a response rate of 50% is adequate for analysis and reporting, 60% is good and a response rate of at least 70% is excellent. This response rate was accredited to the data collection procedure, where the researcher in person administered questionnaires, reminded the respondents to fill in the questionnaires, and picked them later on. A few of the questionnaires were emailed to Project Managers who were out of office and they submitted their responses on the Google-Sheet form provided thus ensuring a high response rate.

4.3 Respondents General Information

The study sought to ascertain the general information of the respondents involved in the study. The general information points at the respondents' suitability in answering the research questions. Respondents were therefore probed on their gender, age, education and years of in offering their services. Table 4.1 shows the response:

Table 4. 1 Respondents General Information

		Frequency	Percentage
Gender	Male	20	57.1
	Female	15	42.9
Age	31-40 years	5	14.3
	41-50 years	20	57.1
	Above 50 years	10	28.6
Education Background	Postgraduate	15	42.9
	First degree	18	51.4
	Diploma	2	5.7
	Certificate	0	0.0
	Secondary school	0	0.0
Years of Experience working in the Organisation	Less than 5 years	5	14.3
	5-10 years	15	42.9
	Above 10 years	15	42.9

Source: Researcher (2022)

Majority of the respondents at 20 (57.1%) were male, while 15(42.9%) were female. It was also found that based on age, majority of the respondents at 20(57.1%) were between 41-50 years, 10(28.6%) were over 50 years of age, while 5(14.3%) were between 31-40 years. This shows that most of the respondents were between ages 41- 50 years. Further, majority of the respondents had postgraduate academic qualifications that is 15(42.9%), 18 (51.4%) had a first degree while 2 (5.7%) had a diploma. According to this survey, most of the respondents attained postgraduate and bachelor degree levels of education, which made them more equipped and comprehend the questions asked in the study. This study also found that majority of the respondents had been working for the past 5-10 years 15 (42.9%), while 8 (22.9%) had been working there for less than 5 years and 15 (42.9%) had been working there for more than 10 years

4.4 Organizational Performance

The Organization performance of the local NGOs was measured using various statements whose responses were in a Likert scale (1=Strongly Disagree, 2= Disagree, 3=Neutral,

4=Agree, 5=Strongly Agree). Respondents were asked to indicate their level of agreement with respect to Likert scale. Table 4.2 shows the response:

Table 4.2 Organizational Performance

Statement	1	2	3	4	5	Mean	STDev.
Performance management has enhanced performance of our organisation	2 (5.7%)	4 (11.4%)	1 (2.9%)	13 (37.1%)	15 (42.9%)	4.0	0.77
Quality Management has improved performance of our organisation	3 (8.6%)	5 (14.3%)	3 (8.6%)	10 (28.6%)	14 (40.0%)	3.8	0.82
Service delivery determines the performance of our organisation	5 (14.3%)	2 (5.7%)	5 (14.3%)	11 (31.4%)	12 (34.3%)	3.7	0.85
The sustainability of our organisation affects its performance	6 (17.1%)	3 (8.6%)	2 (5.7%)	11 (31.4%)	13 (37.1%)	3.6	0.88
The support in donor funding support has an affects the performance of our organisation	3 (8.6%)	5 (14.3%)	4 (11.4%)	9 (25.7%)	14 (40.0%)	3.7	0.85

Source: Researcher (2022)

Table 4.2 reveals the response on whether performance management enhance the performance of the organization of which majority 15(42.9%) strongly agreed, 13(37.1%) agreed while 4(11.4%) disagreed. On the other hand 2(5.7%) strongly disagreed and the remaining 1(2.9%) were undecided. The weighted mean of (4.0±0.77) shows that most of the respondents agree that performance management has had a direct effect in enhancing the performance of the organization.

On whether quality management improved performance of organizations, majority of the respondents at 14(40.0%) strongly agreed with this statement, 10(28.6%) agreed while 5(14.3%) disagreed, while only 3(8.6%) strongly disagreed with 3(8.6%) being undecided. The weighted mean (3.8 ± 0.82) shows that majority of the respondents supported the statement that quality management improved performance of organizations.

The respondents also gave their views on whether service delivery determined the performance of their organizations. In this case, majority 12(34.3%) strongly agreed, 11(31.4%) agreed while 5(14.3%) remained neutral. On the other hand another only 5(14.3%) strongly disagreed while 2(5.7%) disagreed. The weighted mean of (3.7 ± 0.85) shows that performance of an organization is greatly influenced by service delivery. When asked on whether the sustainability of their organizations affected their performance, most of the respondents at 13(37.1%) strongly agreed, 11(31.4%) agreed while 6(17.1%) strongly disagreed. However, 3(8.6%) disagreed while 2(5.7%) remained undecided. Generally, mean of (3.6 ± 0.88) shows that most of the respondents agreed that sustainability of an organization affects its performance.

The respondents were also asked to give their thoughts on the effects of donor funding support on the performance of their organizations and the following responses were recorded. On this statement, most of the participants 14(40%) strongly agreed that donor support affects the performance of an organization, 9(25.7%) agreed while 5(14.3%) disagreed. However, 4(11.4%) were undecided while 3(8.6%) strongly disagreed. Overall weighted mean of (3.7 ± 0.85) shows that most of the respondents agree that donor funding support affects the performance of their organizations.

4.5 Strategy Implementation

4.5.1 Resource Allocation

Respondents were asked to indicate their level of agreement or disagreement with the following statements related to Resource Allocation as a component of operationalization of the strategies. Responses were done measured in Likert scale of which, (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree). Table 4.3 shows the responses:

Table 4.3 Resource Allocation and operating procedures

Statement	1	2	3	4	5	Mean	STDev.	CV
Our organisation allocates adequate financial resources For strategy implementation.	4 (11.4%)	3 (8.6%)	6 (17.1%)	12 (34.3%)	10 (28.6%)	3.6	0.89	24.7
Our Company has enough staff allocated to implement new strategies	3 (8.6%)	5 (14.3%)	4 (11.4%)	11 (31.4%)	12 (34.3%)	3.7	0.85	24.0
Staff are involved in the implementation of new strategies	5 (14.3%)	3 (8.6%)	3 (8.6%)	14 (40.0%)	10 (28.6%)	3.6	0.89	24.7

Source: Researcher (2022)

On the issue of resource allocation and operating procedures the results shown in the table 4.3 shows that majority of the respondents 12 (34.3%) agreed that their organisations allocate adequate financial resources for strategy implementation, 10 (28.6%) strongly agree while 6(17.1%) were undecided on the statement. However, only 4(11.4%) strongly disagreed with this statement, while 3(8.6%) also disagreed. Generally, a weighted mean of (Mean=3.6±0.89) further shows that majority of the respondents agreed that the organizations do allocate financial resources for strategy implementation.

The study also wanted to find out whether the local NGOs had enough staff allocated to implement new strategies, of which majority of the respondents at 12 (34.3%) strongly agreed,

11(31.4%) agreed while 5(14.3%) disagreed on this matter. On the other hand, 4(11.4%) of the respondents remained undecided while the remaining 3(8.6%) strongly disagreed. Overall, the weighted mean of (Mean=3.7±0.85) showed that majority of the respondents strongly agreed that the companies had enough staff allocated to implement new strategies.

On whether the staff were involved in the implementation of new strategies, majority of the respondents at 14 (40.0%) confirmed that staff were involved in implementation of new strategies, 10 (28.6%) also strongly supported while 5(14.3%) strongly disagreed. 3(8.6%) remained undecided while another 3(8.6%) disagreed with this notion. Therefore, a weighted mean of (Mean=3.6±0.89) showed that majority of the respondents were in agreement with the notion that the staff are involved in implementation of new strategies.

4.5.2 Operating Procedures

Respondents were asked to indicate their level of agreement or disagreement with the following statements related to operating procedure as a component of operationalization of the strategies. Responses were done measured in Likert scale of which, (1=Strongly Disagree, 2= Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree). Table 4.4 shows the responses:

Table 4.4 Operating Procedures

Statement	1	2	3	4	5	Mean	STDev.	C.V
We conduct staff training on new strategies	5 (14.3%)	4 (11.4%)	5 (14.3%)	10 (28.6%)	11 (31.4%)	3.5	0.89	25.4
Our organization's policies are frequently reviewed to suit new strategies	3 (8.6%)	2 (5.7%)	4 (11.4%)	12 (34.3%)	14 (40.0%)	3.9	0.83	21.3
Policies that guide decisions by leadership to guarantee compliance with the strategies of	2 (5.7%)	4 (11.4%)	6 (17.1%)	13 (37.1%)	10 (28.6%)	3.7	0.85	22.9

an organization in place								
There are procedures in our organisation that define future operations	5 (14.3%)	4 (11.4%)	3 (8.6%)	12 (34.3%)	11 (31.4%)	3.6	0.89	24.7
The leadership implements the necessary changes that are suitable for new strategies	4 (11.4%)	5 (14.3%)	4 (11.4%)	8 (22.9%)	14 (40.0%)	3.7	0.85	23.0
Our organization has the leadership capability to manage funding	6 (17.1%)	4 (11.4%)	2 (5.7%)	12 (34.3%)	11 (31.4%)	3.5	0.89	25.4
The current leadership provides strategic guidance to the staff at all levels	5 (14.3%)	3 (8.6%)	6 (17.1%)	12 (34.3%)	9 (25.7%)	3.5	0.89	25.4

Source: Researcher (2022)

Table 4.4 shows that on the question of whether staff training was conducted on the new strategies, majority of the respondents at 11(31.4%) strongly agreed that staff training was conducted, 10 (28.6%) agreed while 5 (14.3%) remained undecided on the statement. Conversely, only 5 (14.3%) and 4(11.4%) strongly disagreed and disagreed respectively. With a weighted mean of (3.5±0.89), it showed that majority of the respondents agreed that staff training on new strategies was carried out.

The study also sought to find out whether the organizations policies were frequently reviewed to suit the new strategies. It was found that 14(40.0%) strongly agreed with this statement, 12(34.3%) agreed while 4(11.4%) remained neutral. However, 3(8.6%) strongly disagreed while the remaining 2(5.7%) disagreed with the statement that the organizations policies were

reviewed to suit the new strategies. Overall, a weighted mean of (3.9 ± 0.83) implied that a majority of the respondents were in agreement on this matter.

The respondents were also asked to give their thoughts on whether the policies that guided the decisions by leadership guaranteed compliance with the strategies in place in the organization. Based on this, majority of the respondents 13(37.1%) agreed with this statement, 10 (28.6%) strongly agreed, 6(17.1%) remained undecided while 4 (11.4%) and 2(5.7%) disagreed and strongly disagreed respectively. The weighted mean of 3.7 ± 0.85 showed that majority of the respondents in this study were in agreement that the policies that guide decision by leadership guaranteed compliance with the organizations strategies.

On whether there were procedures in place in the organizations that defined future operations, majority 12(34.3%) agreed to the statement, 11(31.4%) also strongly agree, while only 5(14.3%) and 4(11.4%) strongly disagreed and disagreed respectively. The remaining 3(8.6%) were undecided on the matter. Generally, the weighted mean of (3.6 ± 0.89) showed that most of the respondents in this study are of the opinion that there are procedures in place in the organizations that defined future operations.

Respondents were further asked if the leadership in their organizations implemented the necessary changes that were suitable for the new strategies. Most of the respondents 14(40.0%) strongly agreed that this was indeed true, 8(22.9%) agreed with this, while 5(14.3%) disagreed. The remaining 4(11.4%) strongly disagreed while another 4(11.4%) remained undecided as to whether the organization implemented changes that were suitable for the new strategies. Generally, with a weighted mean of (3.7 ± 0.85) it implied that most of the respondents in the study were in agreement on this matter.

The study also sought to establish whether the local NGOs had the leadership capability to manage funding. It was found that most of the respondents at 12(34.3%) agreed that the

leadership had the capability to manage funding and another 11(31.4%) also strongly agreeing while only 6(17.1%) and 4(11.4%) strongly disagreed and disagreed while 2(5.7%) remained undecided. A weighted mean of (3.5±0.89) showed that most the respondents are confident in the ability of the leadership to manage funding.

On whether the current leadership offered strategic guidance to staff at all levels, the study found that most of the respondents 12(34.3%) agreed that the leadership did offer strategic guidance to staff at all levels, 9(25.7%) strongly agreed while 6(17.1%) remained neutral on the statement. On the other hand 5(14.3%) strongly disagreed while 3(8.6%) agreed that leadership did offer strategic guidance to staff at all levels. A weighted mean of (3.5±0.88) shows that majority of the respondents did not agree that their leadership offered strategic guidance to staff at all levels.

4.6 Institutionalization of Strategies

Respondents were asked to indicate their level of agreement or disagreement with the following statements related to institutionalization of the strategies. Responses were measured in Likert scale of which, (1=Strongly Disagree, 2= Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree).

Table 4.5 shows the response

Table 4.5 Institutionalization of Strategies

	1	2	3	4	5	Mean	STDev.	CV
The goals and objectives of the organisation are clear to all	5 (14.3%)	2 (5.7%)	4 (11.4%)	11 (31.4%)	13 (37.1%)	3.7	0.88	23.7
All staff understand our strategic direction	4 (11.4%)	6 (17.1%)	5 (14.3%)	8 (22.9%)	12 (34.3%)	3.5	0.89	25.4
We clearly communicate New strategies to all employees	2 (5.7%)	4 (11.4%)	3 (8.6%)	11 (31.4%)	15 (42.9%)	3.9	0.83	21.3

Our company has a performance recognition system in place	5 (14.3%)	3 (8.6%)	4 (11.4%)	11 (31.4%)	12 (34.3%)	3.6	0.85	23.6
Our employees are rewarded for performance	3 (8.6%)	2 (5.7%)	5 (14.3%)	12 (34.3%)	13 (37.1%)	3.9	0.83	21.3
Our reward system is linked to new strategies	5 (14.3%)	5 (14.3%)	3 (8.6%)	10 (28.6%)	12 (34.3%)	3.5	0.89	25.4

Source: *Researcher (2022)*

The findings on Table 4.5, revealed that when respondents were asked on whether the goals and the objectives of the organization were clear to all, most of the respondents 13(37.1%) strongly agreed on this, 11(31.4%) agree while 5(14.3%) strongly disagreed. On the other hand 4(11.4%) were undecided while 2(5.7%) disagreed. Overall, the weighted mean of (3.7±0.88) revealed that most of the respondents agreed that the goals and objectives of the organization were made clear to all.

The respondents were further asked to reveal whether they thought that all staff understood their strategic direction and the following were the responses given: Majority 12(34.3%) strongly agreed that the strategic direction was made clear to all, 8(22.9%) agreed on the same while 6(17.1%) disagreed. On the other hand 5(14.3%) remained undecided while 4(11.4%) strongly disagreed with this statement. A weighted mean of 3.5±0.89 further showed that most of the respondents were of the opinion that all staff understood the strategic direction of the organizations involved.

Respondents were also probed on whether new strategies were clearly communicated to all employees, of which majority of the respondents 15(42.9%) strongly agreed that this was true, 11(31.4%) agreed while 4(11.4%) disagreed. On the other hand 3(8.6%) remained undecided while 2(5.7%) strongly disagreed with this notion. With a weighted mean of (3.9±0.83), it was

deduced that majority of the respondents agreed that new strategies were clearly communicated to all employees.

The respondents were further asked on whether their companies had a performance recognition system in place. Out of the 35 respondents that took part in the study, 12(34.3%) strongly agreed that a performance recognition system was in place, 11(31.4%) agreed, while 5(14.3%) strongly disagreed. On the other hand 4(11.4%) remained neutral while 3(8.6%) disagreed. The weighted mean of (3.6 ± 0.85) revealed that most of the respondents confirmed the statement that the companies had a performance recognition system in place.

When asked on whether employees were rewarded for performance, majority of the respondents at 13(37.1%) strongly agreed that employees were rewarded for performance, 12(34.3%) agreed while 5 (14.3%) remained undecided on this statement. On the contrary 3(8.6%) strongly agreed while 2(5.7%) disagreed. Overall, the weighted mean of (3.9 ± 0.83) shows that most of the respondents agreed that employees are rewarded for performance.

Respondents were also asked to give feedback on whether the reward systems were linked to new strategies and the following were the responses recorded: Majority of the respondents 12(34.3%) strongly agreed with this statement, 10(28.6%) agreed, while 5(14.3%) strongly disagreed as another 5(14.3%) disagreed, while 3(8.6%) were undecided. The mean of (3.5 ± 0.89) showed that most of the respondents were in agreement that reward systems in their organizations were linked to new strategies.

4.7 Institutionalization and operationalization of strategies and Performance

Respondents were asked to indicate their level of agreement or disagreement with the following statements related to how institutionalization and operationalization of strategies influence organizational performance. Response was done measured in Likert scale of which,

(1=Strongly Disagree, 2= Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree). Table 4.6 shows the response

Table 4.6 Institutionalization and operationalization of strategies and Organizational Performance

Statement	1	2	3	4	5	Mean	STDev.	CV
Operationalization of strategy has improved our organisation's sustainability	5 (14.3%)	3 (8.6%)	2 (5.7%)	12 (34.3%)	13 (37.1%)	3.7	0.85	23.0
Institutionalization of strategy has increased satisfaction among our project partners and beneficiaries	3 (8.6%)	4 (11.4%)	4 (11.4%)	10 (28.6%)	14 (40.0%)	3.8	0.81	21.3
Strategy Institutionalization has resulted into enhanced service delivery in our organization	4 (11.4%)	2 (5.7%)	3 (8.6%)	12 (34.3%)	14 (40.0%)	3.9	0.81	20.8
Our organisation has recorded improved donor funding support as a result of operationalization of strategy	6 (17.1%)	4 (11.4%)	4 (11.4%)	9 (25.7%)	12 (34.3%)	3.5	0.89	25.4

Source: Researcher (2022)

According to the study findings on the question of whether operationalization of strategy had improved their organizations sustainability, most of the respondents at 13(37.1%) strongly agreed, 12(34.3%) agreed while 5(14.3%) strongly disagreed. In addition to this (8.6%) disagreed while 2(5.7%) remained undecided. However, the weighted mean (3.7 ± 0.85) showed that most of the respondents agreed that the organizations sustainability was improved by operationalization of strategy.

Respondents were further asked to give their opinions on whether the institutionalization of strategy had increased satisfaction among their project partners and beneficiaries. The study found that majority at 14(40.0%) strongly agreed with the statement, 10(28.6%) agreed while 4(11.4%) remained undecided. On the other hand, another 4(11.4%) disagreed while 3(8.6%) strongly disagreed. The weighted mean of (3.8 ± 0.85) showed that most of the respondents agreed that the satisfaction of project partners and beneficiaries was increased by the institutionalization of strategy.

The question of whether strategy institutionalization had resulted into enhanced service delivery in their organization was posed to the respondents and the following responses were given. Most 14(40.0%) strongly agreed, 12(34.3%) agreed and 4(11.4%) strongly disagreed. However, 3(5.7%) were neutral on the statement while another 2(5.7%) disagreed on this matter. The weighted average of (3.9 ± 0.81) showed that most of the respondents agreed that service delivery in their organizations was enhanced by strategy institutionalization.

On whether operationalization of strategy had led to improved donor funding in organizations, the following responses were given by the respondents, majority of the respondents at 12(34.3%) strongly agreed, 9(25.7%) agreed while 4(11.4%) remained undecided. On the other hand, 6(17.1%) strongly disagreed, while another 4(11.4%) disagreed on this statement. The weighted mean (3.5 ± 0.89) showed that majority of the respondents agreed donor funding in their organizations was greatly improved by operationalization of strategy.

4.8 Relationship between Strategy Implementation and Performance of Local NGOs

The study sought to establish the relationship between Strategy Implementation and Performance of Local NGOs in Tharaka Nithi County, Kenya. The researcher then conducted a multiple regression analysis to explain this relationship using SPSS version 21. The results obtained are presented and discussed Table below:

Table 4.7 Regression Analysis Output

				Std. Error of the Estimate		
Model	R	R Square	Adjusted R Square			
1	.774	0.599	0.575	.234		
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression 8.71	2	4.355	7.847	0.001 ^b	
	Residual 18.31	33	0.555			
	Total 27.02	35				
Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
(Constant)	1.486	.483			3.077	1.486
Operationalization of strategies	0.469	0.118	0.323		3.975	0.001
Institutionalization of strategies	0.466	0.114	0.328		4.088	0.011

Source: Researcher (2022)

According to Table 4.7 the value of R square is .599; this implies that 59.9% change in organization performance of local NGOs in Tharaka Nithi County is explained by strategy implementation. It also means that other than implementation of various strategies (operationalization of strategies and institutionalization of strategies), there are also other factors that affect the organization performance of local NGOs, which account for the 40.1%.

According to the ANOVA statistics, the regression model had a significance level of 0.1 percent, indicating that the data was suitable for drawing conclusions about parameters because the value of significance (p-value) was less than 5%. The computed value of the dependent variable exceeded the critical threshold ($7.847 > 3.86$), indicating that the identified implementation of the aforementioned strategies had a statistically significant effect on the organization performance of local NGOs in Tharaka Nithi. The significance level was less than 0.05, indicating that the model was significant and well-fitting to the data.

At a 95% confidence level, it is clear that all predictors have a favourable effect on organization performance and are statistically significant. Additionally, the predictors in this study reported

high values above the crucial value of 3.182, indicating that they have a positive and statistically significant link with organization performance of the local NGOs. Positive effects were observed for all independent variables, with operationalization of strategies ($t= 3.975$, $p= 0.000$), and institutionalization of strategies ($t=4.088$, $p=0.001$) all producing statistically significant values. The constant number (1.486) indicates that if all recognized strategies implementation were rated zero, the organization performance of local NGOs in Tharaka Nithi would be reduced by 1.486. Additionally, the study discovered that increasing the number of units in operationalization of strategies results in an increase in organization performance of 0.469, while increasing the number of units in institutionalization of strategies results in an increase in organization performance of 0.466.

4.9 Discussion of the Results

4.9.1 Linkage of the Study findings with the Theories

The findings on operationalization as well as on institutionalization of strategies reinforce Resource Based Theory, which helps in understanding how local NGOs evaluate and comprehend their internal resources, and because it highlights the importance of internal resources and competencies when designing strategy to achieve organization performance. Resources are inputs that enable the operation of local NGOs whereby internal resources and capabilities determine an organization's strategies. For instance, as part of operationalization of strategies, the study found that good resource allocation and operation procedures enhance strategy implementation for good organization performance. However, based on the theory of resource allocation, proper implementation of these strategies highly depends on the available of internal resources for good planning and designing of the strategies.

The study findings are also in support of the systems theory, given that through operationalization and internalization strategies by local NGOs, the extent of strategy

implementation by many of these organizations are as well influenced by external and internal factors as they strive to accomplish their strategic goals and be successful. In addition, the theory underscores how organizational structure and design are an essential variable that may as well influence strategy implementation (Brenes, Mena, & Molina, 2008). For instance, the study found that reward and recognition as effective communication as components of internalization strategies by local NGOs influence the strategy implementation and organization performance.

4.9.2 Linkage of the Study findings with Empirical Studies

According to the study findings on resource allocation and operating procedures as components of operationalization strategies, the results (weighted mean of 3.6 ± 0.89) shows that majority of the respondents agreed that the organizations do allocate financial resources for strategy implementation. Allocation of sufficient financial resources for strategy implementation facilitate optimal achievement of organization goals of local NGOs. This was also supported by Sarma, Bera, & Das, (2019) when studying a model and effects of resource allocation in emergency circumstances with the NGOs found that adequate resource allocation to NGOs facilitate quick implementation of the organization strategies and accomplishment of the organization goals.

The study also wanted to find out whether the local NGOs had enough staff allocated to implement new strategies, of which majority of the respondents weighted mean 3.7 ± 0.85 showed that majority of the respondents strongly agreed that the companies had enough staff allocated to implement new strategies. This shows that implementation of the organization strategies similarly depends on the availability of adequate employees and staffs. Similarly, Pahos & Galanaki (2018) in their study similarly found that adequate number of employees with correct skills enhance organization performance as well as accomplishment of organization strategies. In fact, on whether the staff were involved in the implementation of

new strategies, majority of the respondents (Mean=3.6±0.89) showed that staff are involved in implementation of new strategies.

The study also found that organizations policies were regularly reviewed to suit the new strategies (Mean=3.9±0.83) implying that most of the local NGOs in Tharaka Nithi County frequently review new strategies that would quicken achievement of organizational goals for good performance. This finding was also supported by Gomez & Bernet (2019) who also found that diversification and renewal of organization policies improves the performance of the organization as it this practice hastened implementation of the organization strategies. In fact, the study found that policies that guide decision by leadership guaranteed compliance with the organizations strategies (Mean=3.7±0.85).

Respondents were further asked if the leadership in their organizations implemented the necessary changes that were suitable for the new strategies. Generally, with a weighted mean of (3.7±0.85) it implied that most of the respondents in the study were in agreement on this statement. It was further found that local NGOs had the leadership capability to manage funding (Mean=3.5±0.89) showing that leadership in most of the organizations had the ability manage funding. In fact, with a weighted mean of (3.5±0.88) leadership of the local NGOs offered strategic guidance to staff at all levels. Therefore, leadership represent the authority of an organization and hence are answerable for guiding employees or workers to work effectively. This shows the contribution of leadership on management of the local NGOs (Chanchai, Supachok, & Matchakarn 2012). The leadership devoid of any certain vision, mission and goals will not be effective for achieving good organizations performance. In this case, the organizational performance as measured through product or service quality and efficiency are dwindled.

On institutionalization of Strategies, most of the respondents agreed that the goals and objectives of the organization were made clear to all (3.7 ± 0.88). This shows that organization goals and objectives were communicated to all the employees of the local NGOs for effective strategy implementation. In fact, a weighted mean of 3.5 ± 0.89 further showed that most of the respondents confirmed that all staff understood the strategic direction of the organizations involved. It was also found that new strategies were clearly communicated to all employees, (weighted mean of 3.9 ± 0.83). This shows that effective and clear communication of the organization strategies to employees by the management quicken strategy implementation given that employees become part and parcel of the new strategies. Similarly, Heide, et al., (2018) found that effective communication between the management and the subjects of an organization enhance optimal implementation of the organization strategies.

The respondents were further asked on whether their companies had a performance recognition system in place, of which weighted mean of (3.6 ± 0.85) revealed that most of the companies had a performance recognition system in place, and that employees were always rewarded for good performance (3.9 ± 0.83) shows that most of the respondents agreed that employees are rewarded for performance. Most of the respondents were also in agreement that reward systems in their organizations were linked to new strategies of (3.5 ± 0.89). Generally, employees' motivated to work are devoted to occupations they believe have the potential to meet their requirements via the rewards they will get. The nature of the reward substantially influences their ability to achieve optimally the organization goals, objectives and strategies (Ngwa et al., 2019). Therefore, remuneration is one of the aspects that may enhance the performance of people and organizations by boosting quality of performance, and promoting good work attitudes from employees in accordance with the organization's goals (Bayon, 2013). Generally, operationalization of strategy had improved organizations sustainability of most of the local NGOs in Tharaka Nithi as shown by most of the respondents (Mean= 3.7 ± 0.85). Moreover,

institutionalization of strategy was found to had increased satisfaction among their project partners and beneficiaries (Mean=3.8±0.85) as well as enhancing service delivery in their organization. On operationalization of strategy were also found to be improving donor funding in organizations, (3.5±0.89).

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses a summary of the key findings of the study, implications, recommendations, limitations of the study, and possible areas of further research.

5.2 Summary of the Study

The objective of the study was to assess the effect of strategy implementation on performance of local non-governmental organizations in Tharaka Nithi County, Kenya. On organization performance, the findings revealed that performance management had a direct effect in enhancing the performance of the organization. Study findings revealed that quality management improved performance of organizations. The respondents also gave their views on whether service delivery determined the performance of their organizations. In this case, findings showed that performance of an organization is greatly influenced by service delivery. When asked on whether the sustainability of their organizations affected their performance, most of the respondents agreed that sustainability of an organization affects its performance. In addition, most of the respondents agreed that donor funding support affects the performance of their organizations.

On operationalization of strategies, the study revealed that most of the organizations allocated financial resources towards strategy implementation. The study also found that majority of the respondents strongly agreed that their companies had enough staff allocated to implement new strategies. On whether the staff were involved in the implementation of new strategies, majority of the respondents were in agreement with the notion. On operating procedure the study showed that staff training on the new strategies was carried out. The study also found that organizations' policies were reviewed to suit the new strategies. Majority of the

respondents in this study were also in agreement that the policies that guide decision by leadership guaranteed compliance with the organizations strategies.

On whether there were procedures in place in the organizations that defined future operations, generally, the findings depicted that most of the respondents were of the opinion that there are procedures in place in the organizations that defined future operations. The study also found that leadership in local NGO organizations implemented the necessary changes that were suitable for the new strategies. It was also found that most of the local NGOs in Tharaka Nithi had the leadership capability to manage funding as shown by weighted mean of (3.5 ± 0.89) . However, the study revealed that their current leadership did not offer strategic guidance to staff at all levels.

On institutionalization of strategies, the study found that the goals and objectives of the organization were made clear to all. It was also found that all staff understood their strategic direction as shown by most of the respondents. On whether new strategies were clearly communicated to all employees, majority of the respondents agreed that new strategies are clearly communicated to all employees. It was also established that local NGOs had a performance recognition system in place. From the study, it was clear that employees were rewarded for performance. In fact, most of the respondents (Mean= 3.5 ± 0.89) agreed that reward systems in their organizations are linked to new strategies.

The study also found that operationalization of strategy had improved the local NGOs' sustainability. Moreover, institutionalization of strategy was also found to have increased satisfaction among the organisations' project partners and beneficiaries. On whether institutionalization of strategy had resulted into enhanced service delivery in their organization, the findings revealed that service delivery in the organizations had been enhanced by strategy institutionalization. The study also found that operationalization of strategy had led to

improved donor funding in organizations. The regression analysis also revealed that operationalization and institutionalization of the strategies both statistically and significantly influenced the performance of the local NGOs in a positive way.

5.3 Conclusions of the Study

In conclusion, it is clear from the findings of this study that Strategy implementation significantly influences organizational performance through operationalization and institutionalization strategies, as depicted by most NGOs operating in Tharaka Nithi County.

From the study, it is clear that strategy implementation improves service delivery, sustainability, satisfaction by beneficiaries, and donor funding. The result is an obligation by management to provide strategic guidance to the organization's staff, enhance communication, and allocate resources to train employees on new strategies. Its success depends on different abilities, organizational processes, and flexible systems for strategy selection. Leadership's ability to manage, fund, and enhance operational excellence is as crucial as their ability to offer strategic guidance to staff at all levels. The study revealed inadequacies by the leadership of the Local NGOs to offer strategic guidance to staff at all levels. It is crucial for organisations to address this as leaders shape the future by enabling an organization to produce excellent performance by means of implementing an outstanding strategic plan. A well-formulated and appropriate strategy will enable an organization to improve, achieve good planning, mission, vision and overall corporate success (Crittenden and Crittenden, 2008).

5.4 Implication of the Study

Based on the study findings, informed strategy implementation of which internal and external factors or resources as explained by resource allocation theory play an integral function and hence clear strategies and goals are defined based on this analysis, and different courses of action are generated and carefully considered before making final decisions. Therefore, NGO

practitioners or the management should take into account that proper implementing organization strategies is based on many compounding factors that do not work in isolation as this as well influence the organization performance. Moreover, strategy implementation is helpful to making local NGOs more effective, implying that when strategies are successfully implemented, organization goals are properly achieved. This also implies that strategy implementation requires resources from organizations, both human and financial for their successful execution. Therefore, NGO practitioners such as the management, the funders and the implementers should not expect relevant strategic plans to emerge from ill-funded strategy processes.

The study findings through operationalization and institutionalization of the strategies also implies that the local NGO management and stakeholders must carefully analyze the internal and external environment of the organization, have the necessary ability to generate many strategic options, and be able to select the most relevant ones that will help in achieving good organization performance. Moreover, strategy implementation should be a cross-organizational effort involving practitioners with knowledge of the organization and its purposes, employees, finances and, overall mandate.

The evidence based on the study findings points towards significant performance benefits that is related to proper strategy implementation. The study therefore encourages policy makers and NGO management to ensure that strategy planning or formulation processes are formal and comprehensive to enhance the performance of their organizations.

In an attempt to adopt a strategy for organizational success, the study has provided NGOs with a number of useful tools. In particular, the study findings are advantageous to a number of critical stakeholders. For example, academics and researchers would find the study to be an important addition to the expanding body of literature on strategy execution and organizational

performance, particularly in the NGO sector. Academic scholars may depend on this study's conclusions by duplicating comparable studies and investigating the impact of strategy implementation on organizational success in various geographic and industrial contexts. Given the gap found in this study, the results will serve as a resource for other academics to guide their own research themes. In addition, academic academics might utilize the results of this study to inspire other research and as a supplementary data source.

5.5 Recommendations of the Study

1. In view of the research findings, the study suggests that the two aspects of strategy implementation (operationalization and institutionalization) should complement each other given that either of the two is ineffective in the total absence of the other.
2. The Non- Governmental Organizations should effectively implement strategies to be competitive. They perform well when strategy operationalization (allocation of resources, staff involvement and operating procedures) and strategy institutionalization (Communication and reward systems) are included in the strategic management process. The performance relies on maximization of human resources, organizational resources and physical resources.
3. The study recommends capacity building of the leadership of local NGOs how to offer strategic guidance to staff at all levels. This would involve trainings, mentorship and knowledge sharing on strategic aspects such as: How to adapt and react quickly and change the existing strategies if need arises, Monitoring and evaluation of strategies and deriving lessons learnt to improve on current strategy and, Use of information and data to understand changes taking place and adapting strategic plans based on these insights

5.6 Limitations of the Study

Most of the respondents were hesitant to provide information since some of the information was confidential and sensitive especially those that touched on the implementation of the organization goals and funding. The researcher addressed the issue by promising respondents that their data would be used just for academic purposes and would be treated in the strictest of confidence. Another constraint was that the researcher had no control over the data's accuracy. The researcher took the data as-is but made calls to the respondents to clarify any confusing responses. Given that the respondents of the study (Project Managers) were senior employees with hectic work schedules, this slowed down the data collection procedure. The researchers employed the drop-and-pick-up strategy to allow respondents sufficient time to complete the questionnaires. A few questionnaires were also emailed to the respondents and responses sent via a google-sheet link.

5.7 Areas Suggested for Further Research

The key objective of this study was to establish the effect of strategy implementation on performance of local NGOs in Tharaka Nithi County. However, this scope excluded strategic planning and the performance of other organizations. Therefore, the researcher recommends that further research that includes the strategic planning and the performance organizations other than local NGOs, to allow generalization of the research funding.

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APPENDICES

Appendix 1: Questionnaire

INSTRUCTIONS

This study seeks to establish the correlation between strategy implementation and performance of local Non- Governmental Organisations in Tharaka Nithi County. Your support in completing this questionnaire objectively is greatly appreciated. Kindly respond to all the questions by putting a tick (✓) in the suitable box that closely matches your view, or writing in the spaces given

NB: The information is used strictly for only academic intentions and will be treated with highest confidentiality.

SECTION A: BACKGROUND INFORMATION

1. Indicate your gender

Male [] Female []

2. What is your highest level of education?

Postgraduate [] first degree [] Diploma [] Certificate [] Secondary school []

3. Indicate your age_____

4. Duration of working in this organization?

Less than 5 years [] 5 – 10 years [] More than 10 years []

SECTION B: RESOURCE ALLOCATION AND OPERATING PROCEDURES

Using five (5) point Likert scale, mark the extent to which you concur with the following statements on Operationalization of Strategies by ticking on the selection that best represents your view:-(1=strongly disagree, 2=disagree, 3=Undecided, 4=Agree, 5=strongly agree)

Statements on Resource Allocation and operating procedures	Options				
	1	2	3	4	5
i. Our organisation allocates adequate financial resources For strategy implementation.					
ii. Our Company has enough staff allocated to implement new strategies					
iii. Staff are involved in the implementation of new strategies					
Operating Procedures					

i. We conduct staff training on new strategies					
ii. Our organization's policies are frequently reviewed to suit new strategies					
iii. Policies that guide decisions by leadership to guarantee compliance with the strategies of an organization in place					
iv. There are procedures in our organisation that define future operations					
v. The leadership implements the necessary changes that are suitable for new strategies					
vi. Our organization has the leadership capability to manage funding					
vii. The current leadership provides strategic guidance to the staff at all levels					

SECTION C: INSTITUTIONALIZATION OF STRATEGIES

Using five (5) point Likert scale, tick the extent to which you agree with each of the following statements on Institutionalization of Strategies by ticking on the option that best represents your view:-(1=strongly disagree, 2=disagree, 3=Undecided, 4=Agree, 5=strongly agree)

Statements on Communication and reward system	Options				
	1	2	3	4	5
i. The goals and objectives of the organisation are clear to all					
ii. All staff understand our strategic direction					
iii. We clearly communicate New strategies to all employees					
iv. Our company has a performance recognition system in place					
v. Our employees are rewarded for performance					
vi. Our reward system is linked to new strategies					

SECTION D: ORGANIZATIONAL PERFORMANCE

Using five (5) point Likert scale, tick the extent to which you concur with the following statements on Organizational Performance by ticking on the option that best represents your view:-(1=strongly disagree, 2=disagree, 3=Undecided, 4=Agree, 5=strongly agree)

Statements on Organizational Performance	Options				
	1	2	3	4	5
i. Performance management has enhanced performance of our organisation					

ii. Quality Management has improved performance of our organisation					
iii. Service delivery determines the performance of our organisation					
iv. The sustainability of our organisation affects its performance					
v. The support in donor funding support has an affects the performance of our organisation					

Satisfaction by Project beneficiaries plays a role in organizational performance. In the light of this statement, how does your organization understand and enhance satisfaction among its project beneficiaries?

SECTION E:

Using five (5) point Likert scale, tick the extent to which you concur with each of the following statements on the link between Institutionalization and Operationalization of Strategies, and Organizational Performance by ticking on the option that represents your view: -(1=strongly disagree, 2=disagree, 3=Undecided, 4=Agree, 5=strongly agree)

Statements on Institutionalization and operationalization of strategies and Organizational Performance	Options				
	1	2	3	4	5
i. Operationalization of strategy has improved our organisation's sustainability					
ii. Institutionalization of strategy has increased satisfaction among our project partners and beneficiaries					
iii. Strategy Institutionalization has resulted into enhanced service delivery in our organization					
iv. Our organisation has recorded improved donor funding support as a result of operationalization of strategy					

--THANK YOU--

Appendix 2: Letter of Introduction



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FACULTY OF BUSINESS AND MANAGEMENT SCIENCES
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Our Ref: D61/77194/2015

October 21, 2022

TO WHOM IT MAY CONCERN

RE: INTRODUCTION LETTER: MBOGO KEERU LULU

The above named is a registered Master of Business Administration Student at the Faculty of Business and Management Sciences, University of Nairobi. She is conducting research on: "Strategy Implementation and Performance of local Non-Governmental Organizations in Tharaka Nithi County, Kenya."

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the Project.

The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.

A handwritten signature in black ink, appearing to read 'Philip Mukola'.

PHILIP MUKOLA (MR.)
FOR: ASSOCIATE DEAN, GBS & R
FACULTY OF BUSINESS AND MANAGEMENT SCIENCES

PM/bsi

Appendix 4: Turnitin Report



14TH NOVEMBER 2022.

MBOGO KEERU LULU

ORIGINALITY REPORT

13%	11%	3%	6%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

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