



STRATEGY IMPLEMENTATION PRACTICES AND PERFORMANCE AMONG HUMANITARIAN RESPONSE NON-GOVERNMENTAL ORGANIZATIONS IN KENYA

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ABSTRACT

NGOs are faced by myriads of challenges today trying to “survive” in an ever-ending competition with limited resources. Resources are always scarce with ever changing donor environment and priorities. Many developed countries today are looking into win-win situation with donors looking more inwards and want to focus more on trade compared to donations which has existed for decades. The long-time donations without sustainability has led to donor’s fatigue. In 2025, the world saw the USA stop funding with the incoming of new administration. Strategy implementation is complex, its tedious, time consuming and need deliberate and intentional efforts to engage and ensure organization’s plans are put into action. Implementation of strategic plans in companies and organizations faces a myriad of challenges including inadequate finances to invest in modern technology; lack of adequate and qualified employees; failure by the executive to involve the employees in key decisions; a mechanistic organizational structure; organizational culture; poor leadership and political interference. With donors shifting often and today’s economies, there is need for theoretical and empirical research on the strategy implementation and performance practices among Humanitarian Non-Governmental Organizations in Kenya. The research was done on selected National and International NGOs with offices based in Nairobi County targeting strategic leaders of these organizations. The research adopted descriptive design which was simple for respondents to understand easily. The research questionnaires used Likert method which was easy to tick boxes. The questionnaires were self-administered and completed with one and a half months where respondents used Google Form which was easy to follow as responses were coming in. The data was analyzed using descriptive statistics involving frequencies and percentages. The study indicated that there was a correlation between strategy implementation practices and the performance of the NGOs. The study indicated that strategic leadership and team work was key measuring the performance of the NGOs. The study then presented the findings and finally gave conclusion, recommendations. The study in addition, gave suggestions for further research on strategy implementation practices and performance among humanitarian response non-governmental organizations in Kenya.

Key Words: Humanitarian Response NGOs, Strategy Implementation Practices, Strategic Leadership, Team Work, Performance of the NGOs

Background of the Study

The process of strategy implementation includes establishing the sequence in which the goals should fall so that the organization is enabled to reach its stated vision (Pratt, 2016). It is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment (BSI, 2022).

In Africa, studies have established that large organizations and companies have adopted strategic management, but with variations in their practices. International organizations and companies are more involved and committed to strategic management than the local ones as they want to maintain high reputation. All these may not guarantee success in strategic planning for African organizations, going by the discovery that the success of an organization lies not in the strategy but in the implementation of the strategy (AFT, 2022). If this opinion holds, then it is much more important to bring strategies to life by making them implementable and achievable.

On human capital which is essential in strategy implementation, indigenous management practices and their values in Africa have changed from time to time over the years. Human resource management practices have evolved in favour of Western strategies and ideologies. However, it continues to remain relevant in most business organizations in developing countries (Kiiza & Basheka, 2018). In Kenya, it has been established that strategic planning and thinking is largely viewed as the function and responsibility of leaders and management in the organization. The organization's leaders are focused on getting the job done through predicting, shaping, controlling and measuring employees work (Chege, 2017). Going by this perspective, managers are likely to prioritize and devise operational plans by managing both internal and external constituencies as leaders focused on systematic quality improvements with a focus on employees involved in the processes and the quality of services produced.

As a result of the above perspective, the implementation of strategic plans in companies and organizations faces a myriad of challenges including inadequate finances to invest in modern technology; lack of adequate and qualified employees; failure by the executive to involve the employees in key decisions; a mechanistic organizational structure; organizational culture; poor leadership and political interference (Kimani, 2016). Human capital that is crucial for strategy implementation is well managed at recruitment level, collegial and flexible workplace, rewards and accountability. Studies have established that human capital management practices as well as teamwork had a positive influence on organization performance, as measured by both turnover growth and return on assets turnover (Ampol Chayomchai, 2023). Teamwork being an internal component plays a key role in how the organization performs generally.

It was on the strength of this background that the research study sought to look at strategy implementation practices and performance among registered humanitarian response non-governmental organizations in Kenya.

Statement of Problem

Strategy implementation is the act of translating "plans into actions" to achieve organizational goals. The ideal way of achieving this is using the five stages goal-setting, analysis, strategy formation, strategy implementation, and strategy monitoring (LK Mbogo, 2022). A successful implementation journey starts in the formulation stage and a failure to find that link between strategy formulation and strategy implementation is a step toward strategy failure. Effective implementation of strategic plans has proved to be a major challenge to most organizations and companies with failure rate of up to 90% (Johnstone Rangania, 2023). The development and implementation of strategies is a tedious and resource taking process and leaders who devote

themselves may feel confident about the future after having well thought document. This is according to Pan Africa Institute for Development in West Africa - department of Business and Management Studies. Many strategies fail at the implementation level because of lack of monitoring, control and evaluation as several studies have been undertaken examining why strategies fail at implementation level. Shem K. Cheruiyot (2022) undertook a research on the factors influencing strategic plan implementation among NGOs in Nairobi county and found out that without timely and proper management of the strategy, it is impossible to track and assess the performance of the plans. Organizations may develop a strategic plan for the sake of it being a global trend and mostly requirement by the donors in the case of non-governmental organizations. The well thought and planned strategies at times stand little chance of success if no implemented well and monitored (Ngang Perez, 2019). The author further explains that effective strategy implementation practices is critical for the success of any organization.

Statistics show that only few organizations are able to execute their strategies successfully. Dan Prosser (2015) notes that eighty-seven percent (87%) of businesses fail to execute their strategy each year. In his book entitled “Thirteeners”, he points out that only 13% of organizations and companies successfully executes their strategic plans. The research further shows that 86% of leadership spend very little time discussing strategy, a worrying trend of up to only one hour per month. Still, more studies show that up to 95% of personnel have little or no understanding of organization’s strategy (Lucid Chart, 2022). Dan Prosser adds that in most cases, leadership also prefer to play safe and do not want to embrace change as change sometimes in uncomfortable and resistance is common. They want to cling on organizational equilibrium and maintain the status quo, afraid of embracing any potential chaos likely to result from organization reform and change, which is sometimes necessary for the renewal and possible progress of the organization. NGOs in Kenya faces myriads of challenges due to dynamic environment but good strategic implementation practices may result to: improved decision making, efficiency, quality delivery of services hence community satisfaction, growth, greater clarity of purpose as well as enhanced organization performance (Momos Leonard, 2024)

This underscores the problem that the study seeks to examine, in an ideal situation, successful strategy implementation practices is crucial to meet organization’s vision and mission. Strategy implementation practices and organization performance must work in tandem and any disconnect between the two becomes a point of concern worth looking at and come up with recommendations that may help organizations to thrive. The research study therefore looked at: strategy implementation practices and performance among humanitarian response NGOs in Kenya. The study sought to generate findings that may be applied and useful among NGOs in Kenya in particular, in the region and the rest of the world.

Objectives of Study

Overall Objective

The main objective of the study was to assess: Strategy implementation practices and performance among humanitarian response Non-Governmental Organizations in Kenya.

Specific Objectives

To realize the overall objective, the specific objectives of the study, with regard to the strategy implementation were to:

- i. Determine the effect of strategic leadership in strategy implementation practices among Humanitarian Response Non-Governmental Organizations in Kenya.
- ii. Assess the impact of teamwork management in strategy implementation practices among Humanitarian Response Non-Governmental Organizations in Kenya.

LITERATURE REVIEW

Theoretical Framework

Resource Based View Theory

Resource Based View (RBV) theory proposes that organizations have unique and valuable resources that gives a firm or an organization and competitive advantage. Wernerfelt (1984) suggest that the resources possessed by an organization are the primary determinants of its performance; that these may contribute to a sustainable competitive advantage of the firm. In the resource-based theory, strategic implementation practices and performance uses organizational resources to generate a viable strategy being implemented in the organization. This means that in order to develop a strategy, an organization should check on the resources available for the implementation of a specific strategy.

Resource Based Theory suggests that resources are rare, not substitutable and difficult to imitate. However, resources provide an organization or a firm a good foundation to capabilities that provide a competitive advantage that may lead to superior performance over a period of time. The theory also suggests theoretical underpinnings for understanding how resources can be managed strategically and efficiently. The theory has been increasingly on use by strategic management, scholars and entrepreneurs to identify and explain persistent performance differences among firms and how the firm can adopt for the increased productivity. (Alvarez & Barney, 2002).

The two frequently assumptions of resource-based view theory are that: (i) resource heterogeneity, meaning that competing firm may own or control different bundles of resources and how they can operate with these resources; and (ii) resource immobility, meaning that the differences in the resource bundles owned by separate firms may persist (ibid). Barney and Arikan (2001) defined resources as the tangible and intangible assets a firm or an organization uses to choose and realize its strategic plan practices hence organization performance. Resources that are rare (not widely held) and valuable (able to enhance firm's efficiency or effectiveness) can yield a competitive advantage. When resources are also simultaneously imperfectly imitable (resisting easy duplication by competitors) and non-substitutable or non-transferable (can't be purchased in factor markets), they can lead to a sustainable competitive advantage. For an organization to succeed and have a competitive advantage, it must have bundle of resources that supports its efforts to meet its goals and objectives.

Resource Based View emphasizes on how a firm or an organization utilizes its resources to contribute to its competitive advantage (Chalshissa Amentie Kero & Addisalem Tadesse Bogale, 2023). According to Kozlenkova, Samaha & Plamatier, 2014, the theory provides a framework to highlight and predict organization performance meaning that resources must be given a priority. In this research, the theory comes in relevantly since there is a direct relationship between implementation of strategies and the resources available in the organization in this case being: strategic leadership, human capital, knowledge management, and team work. The theory focusses on the internally driven approaches on organizational resources rather than externally driven approaches to understanding success or failure of organizational activities. The research focused more on the internal capacities to implement strategic plans among the humanitarian response registered NGOs in Kenya.

Conceptual Framework

Conceptual framework is diagrammatic representation of the variables and how they link to one another. Conceptual framework involves forming ideas about relationships between variables in the study and showing the relationships diagrammatically (Mugenda & Mugenda,

2003). Accordingly, the variables of this study were conceptualized as captured in the following diagram.

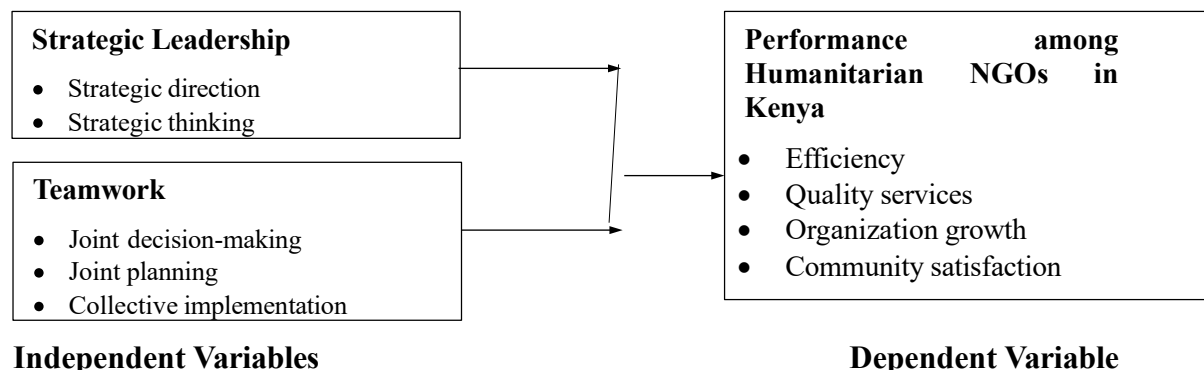


Figure 1: Conceptual Framework

Strategic Leadership

Strategic leadership encompasses leader's ability to lead the organization, anticipate the future, envision, and maintain flexibility empowering others to create strategic change as necessary in an organization. There are various aspects of strategic leadership which includes accomplishment of tasks through other teams, and be a source for organization's vision to compete in marketplace. The primary focus of strategic leadership is to make decisions, ability to align and integrate internal and external business resource for the productivity and profitability of the organization. Moreover, strategic leader manages the critical processes of information inside a non-governmental organization (Nyong'a & Maina, 2019).

Leaders usually will set strategy in their daily operations in an organization, which is a key component of strategic implementation practices to achieve competitive advantage. This is key and important as leaders offer strategic thinking and direction in an organization. In the humanitarian set up, this is even more crucial as quick, effective actions and efforts are needed to mitigate or reduce the effects of any crisis. Strategic management is an essential responsibility of management that gives a competitive edge to the firm to its foundation and operations which guarantees its continued profitability and affirms the firm its survival in the market with no surprises (Simple Notes, 2022).

Strategy formulation has been pronounced as significant constituent of strategic management, more imperative than strategy implementation. For this cause, scholars have focused more interest to formation instead of implementation. Nevertheless, strategies implementation has been viewed as more important as this is solution for unique business and organization performance (Surbhi, 2018). Likewise, leadership has significant effect on successful formulation and implementation of strategies, most so in the non- governmental organization. Various leadership concepts support the idea that managers with effective leadership roles score higher than those who do not in non-governmental organization. Likewise, managers who work in teams are viewed as more successful, not just by their assistants but by superiors and colleagues. However, there still exist high disappointment rate of strategy implementation failures due to numerous obstructions when it comes strategy implementation practices (Mubarak & Wan Yusoff, 2019).

Deficiency of prominent strategic leadership especially at the top level of the firm as well as non-profit are recognized by researchers as a key obstacle towards effective strategy implementation. Clearly, strategic leadership is definitely considered as a key component for success of strategies (Nyong'a & Maina, 2019). This fact can be proved by the fact that in several organizations, less than half of the strategies are implemented successfully. A study conducted in China posits that 57% of organizations were ineffective at implementing strategic

efforts in examination of 276 prominent operational directors. In another study of Chinese Corporations in 2016, it was discovered that 83 % of the surveyed companies failed to execute strategies and only 17% were open about having reliable process of strategy implementation. Similarly, another study in which strategic leadership's role on strategy implementation was conducted in South African organizations' found out that strategic leadership significantly contributes towards effective strategy formulation process and execution of the same (Mubarak & Wan Yusoff, 2019).

Team work

According to Sabitha Godasu, (2024), teamwork is the ability to work together towards a common vision. She adds: "it is the fuel that allows common people to attain uncommon results to meet organizational objectives". Team work can further be defined as group of individuals working together to attain a certain objective or a goal in an efficient manner. Teams must pull towards the same direction in order to succeed. When teams agree to work together, benefits are enormous including but not limited: trust, brainstorming, problem solving becomes easy, motivation towards a common goal, increases efficiency as well as employee's engagement. Teams are the ones who are hands on in the strategy implementation and also updates the leadership on the progress for an organization to have a competitive edge.

Teamwork supports dividing the work and the success is multiplied through collaborations of all relevant stakeholders from developing to execution of the strategy. Teams are able to collectively put their thoughts together, make collective decision hence collective strategy implementation. When it comes to monitoring, teams are also able to hold each other accountable since a win for one person is a win for all. According to Teare et al (1997), process-based approach in management is key where the middle level managers have disappeared and replaced by teams who are more effective. Teams however, must always align with strategic objectives. When team's competencies especially knowledge, skills and attitudes are put together the likelihood of achieving organization goals are very high since team's compliments each other in comparison to personnel working in silos. Teams are accountable for achieving the goals and must rely on each other for information, input and expertise. Fajana (2002) notes that teamwork is an integration of resources and inputs working together in harmony to achieve a certain goal where roles are prescribed and challenges are shared equally and incremental improvement are sought continually for the common good. When teams succeed, then it's a win for everyone and the organization is able to meet its strategic goals.

The above independent variables (strategic leadership, human capital, knowledge management and teamwork) contributes to the dependent variable, in this research study, strategy implementation practices and performance among humanitarian response NGOs in Kenya. The dependent variables brought out the indicators of the whole strategy implementation practices: efficiency, quality of services to the affected populace, organization growth as well as community satisfaction.

Empirical Review

Strategic Leadership

Strategic leadership is defined as determining where an organization is going and how to get there (Price, 2022). In contrast to operational leadership, whose role is limited to managing only the day-to-day operations, leaders who transform from operational leadership to strategic leadership need to play different types of roles to achieve long-term strategic results. This helps the organizations to grow and gain competitive advantage. It also helps in implementation of the change management process easily and quickly (Ahli, 2017).

In the earlier years, strategic leadership was called long-range planning. Decisions then were made by upper management behind closed doors. Today strategic planning process must

involve individuals from all levels of management and staff if successful implementation was to be realized. Companies are learning the best way to achieve excellent plans and full company support is to involve individuals from all levels of the business (Price, 2022). Leadership is therefore critical to forming and implementing strategies and without it, good strategy does not happen.

Organization leadership has significant impact on strategic management process from formulation to successful implementation which helps to determine the vision and mission of the organization. Further, leadership facilitates the organization's execution of effective strategies to achieve that mission and vision (Cihan & Hussein, 2017).

The transition from the operational level to the strategic level is an important process that every leader needs to overcome. It involves many challenges as many leaders face difficulty to pass this step and they fail to overcome it. Due to the rapid changes in the business environment and the growing competition and changing attitudes of employees from one generation to other generation, it is necessary for organizations to develop strategic leaders who are able to formulate and implement strategies which deliver the desired results to achieve sustainability (Ahli, 2017).

Examining strategy through the lens of leadership focuses the topic on the critical tasks that a leader must undertake to create and execute strategy. The leader's job is to create the vision for the enterprise in a way that will engage both the imagination and the energies of its people. An effective leader knows that the ultimate task of leadership is to create human energies and human vision (Fuller and Green, 2005).

There are six skills that, when mastered and used in concert, allow leaders to think strategically and navigate the unknown effectively. These are the abilities to anticipate, challenge, interpret, decide, align, and learn. An adaptive strategic leader is someone who is both resolute and flexible, persistent in the face of setbacks but also able to react strategically to environmental shifts, has to learn and apply all six at once (Schoemaker, Krupp and Howland, 2013). Great leaders focus their firms on a single, organizing idea that unifies and guides all decisions. They boil down complexities into simple ideas that answer three questions: (1) What can we do best? (2) What is the economic denominator that drives our business? (3) What do our core people care passionately about? It is the leader's job to ask these questions, even if others produce the answers (Fuller and Green, 2005). Strategic leadership styles vary just as the employees and owners of companies involved in the planning process differ (Price, 2022). Strategic thinkers question the status quo. They challenge their own and others' assumptions and encourage divergent points of view. Only after careful reflection and examination of a problem through many lenses do they take decisive action. This requires patience, courage, and an open mind (Schoemaker, et.al., 2013)

For successful strategy implementation, leadership has a challenge of being strong but not rude but give guidance, be kind to personnel, be humble enough to give direction, be proud of their work but not arrogant.. Leadership has to have the evaluation process to ensure the effectiveness of the whole process, and this aspect facilitates identifying the drawbacks and to make fresh the strategies in line with the change as well (Cihan & Hussein, 2017).

Teamwork

Teamwork is the process of working collaboratively with a group of people in order to achieve a certain set goal with a timeline (Tanner, 2022). Teamwork is often a crucial part of an organization as it is necessary for colleagues to work well together bringing diverse skills and traits to achieve a common goal which bring mutual benefits. Teamwork means that people will try to cooperate, using their individual skills and providing constructive feedback, despite any personal conflict between individuals. When it comes to managing strategy practices,

collaboration is a key component of success both during the development and implementation of strategy. It is only by working together can the greatest good for all be achieved (Albu, 2022).

In strategic implementation, the role of team work can be attributed towards achieving successful goal and targets in comparison with the sole efforts from any individual (Soni, 2020). Understanding each individual is an important part of managing a team. This involves understanding their strengths as team players, their culture, values, and working styles (Sedmak, 2017). Thereafter, it is important for an organization to develop teamwork capabilities that encourage greater departmental and cross-functional collaboration. Towards this end, the first step to developing a strong team that can work together is to clearly communicate the objectives. The second important step is to clearly state what needs to be done in order to achieve those objectives (Albu, 2022).

Mackay identifies three reasons why teamwork is important and why we believe it is vital to strategy implementation: first, teamwork can make a project that seems insurmountable achievable by dividing responsibilities. Pull together a team with complementary skills to surround and attack the problem from every angle. Secondly, conflicting points of view can cause any organization or company to stall in their work to achieve objectives. Establishing a common purpose can help break down barriers to success. Thirdly, each employee has unique talents, both functionally and personally. In a team setting, people will contribute their respective expertise and a team will always be stronger than any one individual (Mackay, 2015). No one individual can undertake and accomplish all the tasks involved in strategic implementation practices, making it an automatic candidate for teamwork. No individual is an island of knowledge but teams' compliments each other through collective thinking and decision making.

METHODOLOGY

This study adopted a descriptive research design to inform its approach, the primary method was used, as well as the accompanying tools, particularly so for pre-entry baseline survey. Of the various study designs, the descriptive design is the simplest as it allows the researcher to study and describe the distribution of one or more variables, without regard to any causal or other hypotheses (Aggarwal and Ranganathan, 2019). The target population of this study comprised of Chief Executive Officers (CEO), Chairpersons of the Board of Management and Finance Managers of the registered NGOs distributed in 17 administrative divisions that make up Nairobi county. Nairobi county has a population of 1263 NGOS comprising of 557 International and 707 National registered NGOs: (NGO report, 2023). However, the study was based on 200 Humanitarian response NGOs which are also compliant with the PBO Act (2013) by filing annual returns (2022/2023 Annual Sector Report). Therefore, the target population included CEOs, Chairperson of the Board and Finance Managers from 200 NGOs that responds to crisis and calamities like drought and floods.

To select the sample from the total population, a table by Kothari and Pals (1993) was be adopted. According to the table, a target of population of 200 NGOs corresponds to a sample size of 127 NGOs. Simple random sampling was utilized to identify 127 humanitarian response NGOs that was involved in the study after receiving the list from the NGO Coordination Board. This gave all the 200 humanitarian response NGOs a fair chance of being chosen as a representative group, making it devoid of discrimination.

In this study, secondary data was collected using structured questionnaires which was self-administered to the target sample size. The instrument was used because it covered a large number of respondents at a relatively shorter period of time. A questionnaire is a research instrument with series of specific questions aimed at gathering information from respondents

which aids in measurement for or against a particular view (Orodho, 2004). In addition, the instrument gives the respondent the privacy and anonymity to give free and independent opinions because of absence of the researcher.

To establish the reliability of questionnaire, the researcher did pre-test using a test- re- test. Mugenda and Mugenda (1999) recommend a pre-test sample of 1-10% depending on the sample size. The research study considered 12 NGOs being 10% of the sample size which were picked outside the population. The test was conducted to detect weakness in the design and corrected before administering the questionnaires to the sampled target. In addition, the pilot was useful to test the acceptability, reliability and the validity of the research instrument. The results also detected errors which were modified before finalizing the final data collection procedure.

In this study, data was analyzed using descriptive statistics involving frequencies and percentages to assess strategy implementation practices and performance among humanitarian NGOs in Kenya. The analysis was presented in graphs, pie charts and tables. The study used Pearson's Correlation Coefficient and ANOVA to establish the significance of the correlation between strategic leadership, teamwork and organization performance. The model for the analysis was multiple linear regression

RESULTS AND DISCUSSIONS

Descriptive Statistics

This section presents descriptive statistics of the variables used in the study with the aim of understanding of how respondents rated various aspects related to strategy implementation practices and performance. A 5-point Likert scale was used to measure the ratings, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree. Analysis was focused on the mean and standard deviation where higher means indicated strong agreement with the statement, while standard deviations showed how responses varied across respondents.

Organization Strategic Leadership

The first objective of the study was to determine the effects of strategic leadership in strategy implementation practices among Humanitarian Response Non-Governmental Organizations in Kenya. To achieve this, participants were asked to indicate their level of agreement on statements relating to strategic leadership. The results are as shown in table 4 below.

Table 1: Descriptive stats - strategic leadership

Question	Mean	Std. Deviation
The Board gives strategic direction to the organization	4.1619	.97195
The Board is involved in the strategic plan	4.2571	.80895
The board tracks and evaluates strategic plan periodically	4.0577	.77368
The organization strategic direction is clear to all concerned	3.8857	.97383
The board gives recommendations for the strategic plan practices	4.0385	.85812
The strategy was evaluated midway and end term externally	3.6346	.93536
The board is informed of how the last and current strategic plan performed	4.1154	.72818

The results from the table above show that on most respondents agreed that their leadership structures were active in strategy implementation. Most participants agreed that the board gives strategic direction to the organization as shown by the mean value 4.16. This suggests that most of the respondents acknowledged the role the board plays in guiding the strategy implementation process. The results also show that the most respondents agreed that the board

is involved in strategic plan, as reflected by a mean of 4.26 with standard deviation of .81. This suggests that board involvement in strategic plans was common in most organizations. The statement “The board tracks and evaluates strategic plan periodically” had a mean score of 4.06 with a standard deviation 0.77, suggesting a general agreement that boards are actively participating in monitoring the progress of strategic plans. A standard deviation of 0.77 suggest a few respondents felt did not agree with this statement.

Regarding the clarity of strategic direction to concerned parties, respondents gave a mean score of 3.89 with a standard deviation of 0.97. While this suggests that most people understand the strategic plan, it is possible that some people may still be unclear on the direction of strategic plan. Whether the strategy is externally evaluated received a slightly lower mean score of 3.63 with a standard deviation of 0.94. While still above average, it suggests that mid-term and end-term external evaluations might not be very common.

Teamwork

The second objective was to assess the impact of teamwork management in strategy implementation practices among Humanitarian Non-Governmental Organizations in Kenya. The respondents were asked to rate the following statements about teamwork in relation to strategy implementation.

Table 2: Descriptive stats – Teamwork

	Mean	Std. Deviation
Joint decision making is practiced in the organization during strategy formulation process.	4.1154	.79204
There is consultative planning for strategy implementation	4.1154	.79204
Strategy plan implementation is evaluated jointly	3.9612	.77867
There is joined work plan for strategy implementation monitoring	3.9327	.76659
Teamwork is part of the organizations culture	4.2913	.73606

As shown in table 2 above, participants generally agreed that join decision making during strategy formulation is practiced in their organizations, as reflected by a mean score of 4.12 and standard deviation of 0.79. This suggests that most teams participated in strategy implementation from the start. Participants also generally agreed that there’s consultative planning for strategy implementation. With a mean score of 4.12 and standard deviation of 0.79, it is possible that in many organizations, planning and decision-making are closely related. Regarding joint evaluation of strategy plan implementation, the mean score dropped to 3.96 with a standard deviation 0.78. Though a slight drop, it is still a positive score suggesting most teams are involved in evaluations of strategy plan implementations. In addition, participants generally agreed on the existence of a joined work plan for monitoring strategy implementation, as reflected by a mean score of 3.93. A standard deviation 0.77 suggests that some teams are still left out when it comes to monitoring of strategy implementations.

Participants were further asked if teamwork was part of their organization culture. The results show that most teams view teamwork is rooted in their organizations practices, as reflected by a mean score of 4.29 (highest mean score) with the lowest standard deviation in the category, 0.74.

Organizational Performance

Lastly, participants were asked rate their views on statements that measured their organization performance in regards to strategy implementation. The results were as shown in the table below.

Table 3: Descriptive stats - Organizational performance

	Mean	Std. Deviation
Process and operations in the organization are conducted in a timely and cost-effective manner	4.1154	.72818
The organization meets its objectives by utilizing least resources and time	3.9417	.68349
Feedback from communities served by the organization show high level of satisfaction with the organization's response and support	3.7379	.92843
The organization's interventions have led to observable and lasting improvements in the communities served	4.1154	.79204
Services provided by the organization meet the required quality standards	4.0388	.73993
The organization has expanded its programs/reach in the recent years	4.1154	.72818

Most respondents agreed that processes and operations in their organizations were conducted in a timely and cost-effective manner, as reflected by a mean score 4.12 and a standard deviation of 0.73. This suggests that most organizations were keen on getting things done efficiently. In addition, most respondents agreed that their organizations meet objectives by utilizing the least amount of resources and time as supported by a mean score 3.94, confirming the results from the first statement. When asked about feedback from communities their organizations serve, most respondents agreed that the feedback showed high level of satisfaction with the organizations support, as reflected by a mean score

3.74. However, the high standard deviation (0.93) could suggest that not all communities were satisfied with the support from the organizations.

Regarding impact of organizations efforts on communities, respondents generally agreed that their organization's efforts had led to observable and lasting change in the communities they serve. This is shown by a mean score of 4.12, and suggests they can confirm the benefits of their efforts. The study also asked the respondents about the quality of services their organizations offer and whether they meet their required standards. The mean score was 4.04 indicating that they were confident in the quality of services offered by their organizations.

Lastly, the participants generally agreed that their organizations had expanded programs/reach in the recent years, as reflected by a mean score of 4.12. This could suggest that efficient strategy implementation processes contributed to growth and expansion in most organizations.

Correlation Analysis

The Pearson R correlation was employed to determine the strength of the relationship between the independent variables (strategic leadership & teamwork) and dependent variable (Performance among Humanitarian NGOs in Kenya). The results are shown in table 4 below.

Table 4: Correlation Analysis

		Organization Strategic Leadership	Teamwork
Organization Performance	Pearson	.597**	.687**
	Correlation		
	Sig. (2-tailed)	.000	.000
N		105	104

Strategic leadership and organizational performance had a moderate positive relationship, with a Pearson correlation of 0.597. This suggests that when leadership is involved in strategic plan implementation, for example, through giving strategic direction, recommendations among others, organizational performance tends to improve.

Lastly, teamwork also showed a strong and positive correlation with organizational performance, with a Pearson correlation of 0.687. This suggests that joint decision-making, planning and execution plays a big role in overall organizational performance.

Regression Analysis

According to (Kothari, 2004), a variable's coefficient or its beta coefficient is the weight of the variable's influence on the dependent variable of the study. In addition, the direction of the independent variable's influence can be determined by its coefficient's sign (+/-). Table 11 below presents a summary of the findings.

Table 5: Regression Coefficients

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	0.294	0.216		1.365	0.039
	Organization	0.248	0.045	0.305	5.498	0.00
	Strategic Leadership					
	Teamwork	0.268	0.052	0.336	5.174	0.00
a Dependent Variable: org_performance						

The findings in Table 5 above allowed the model to be fitted as follows:

$$Y = 0.294 + 0.248X_1 + 0.268X_2 + \varepsilon$$

Where Y= performance among humanitarian NGOs in Kenya, X1 = Organization Strategic Leadership, X2 = Teamwork, ε = Error term.

The first objective of the study was to find out the effects of strategic leadership on strategy implementation practices among humanitarian NGOs in Kenya. Regression analysis of the data collected revealed that strategic leadership had a positive and statistically significant effect on performance as reflected by a ($\beta = 0.05$, $p < 0.01$). This implies that for every unit growth in strategic leadership, the performance of humanitarian NGOs is expected to increase by 0.248 units. In addition, a p-value < 0.05 indicates the relationship between improvements in strategic leadership and performance among humanitarian NGOs in Kenya is not due to chance. This finding indeed supports (Mubarak & Wan Yusoff, 2019) observations that strategic leadership significantly contributes towards effective strategy planning and execution.

The second and last objective of the study was to determine the impact of teamwork on strategy implementation practices among Humanitarian Response Non-Governmental Organizations in Kenya. The analysis revealed that of all the dependent variable, teamwork was the highest contributor to organizational performance as reflected by a $\beta = 0.268$, $p < 0.05$. This finding shows that team collaboration on aspects such as decision-making, planning, execution has a positive impact on organizational performance. The findings are supported by (Ibrahim et al 2021), teamwork influences employees' performance. Teamwork is not just limited to a certain task but also involves synergistic interaction among team members which in turn affects organization performance positively.

Conclusion

The first objective was to determine the effect of strategic leadership in strategy implementation practices and performance among humanitarian response NGOs in Kenya. Findings indicated that strategic leadership involving thinking and direction existed in organization. The findings further revealed that the board was involved in the strategy plans process. The research study then concludes that there is a significant effect on the strategy implementation and organization performance when the leadership is fully involved.

The second and final objective was to assess the impact of teamwork in strategy implementation practices and performance among humanitarian NGOs in Kenya. Findings revealed that participants generally agreed that joint decision making was practiced in the organization. Findings further indicated that teamwork was deep rooted in the organization as a strong culture. The study then concluded that teamwork played a significant role in strategy implementation and the performance of the organizations.

Recommendations

Strategic leadership

Strategic leadership was found to have a positive and significant relationship with strategy implementation practices among humanitarian response NGOs in Kenya. The study therefore recommends that boards are well trained periodically to be able to give strategic thinking and direction in a timely manner. With the global trends, the study recommends that board are brought to speed with donors' priorities and trends as well as technological advancement.

Team Work

Teamwork had a positive relationship with strategy implementation practices and performance among humanitarian response NGOs in Kenya. The study indicated that organizations had deep rooted teamwork culture which enabled them to thrive in their objectives. The study also revealed that teams appreciated when their opinions were taken and valued. The study therefore recommends teamwork to be encouraged among NGOs. Teams are able to achieve more than when staff work in silos or if it's a one man show just telling staff what to do.

Further study and suggestions

The current study focused on assessing strategy implementation practices and performance among humanitarian response NGOs in Kenya. The donor world is shifting by the day with priorities changing fast. NGOs are used to writing proposals, implementing and reporting back to the would-be donors. The research study recommends further study on the sustainability of the NGOs in Kenya hence the strategy implementation practices may take a different turn. The study also suggests further research on the effect of change of NGOs to PBOs since this will dictate how the funding will look like in the future. Still another suggestion is a research study on how the regulator is performing after the shift from the Coordination Board regulating the NGOs to Public Benefits Organization Regulatory Authority (PBORA). Another suggestion for further study would be the effect of technological advancement and how this relates to strategy implementation practices among NGOs in Kenya.

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