

# Influence of Strategy Implementation Practice on Organizational Performance of Ngos in Nairobi County

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## Abstract

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Strategic implementation practices in the nonprofit sector are the same as in the for-profit sector. Some potential benefits that could be realized by a non-governmental organization (NGO) as a result of implementing strategic management practices include improved decision-making, enhanced organizational performance, greater clarity of purpose, and better alignment between the organization's activities and its goals. NGOs in Kenya are facing challenges as a result of the dynamic environment. This therefore calls for evaluation of strategic implementation practices and further implementation. The study aimed to assess the influence of strategic implementation practices on the performance of NGOs in Nairobi County. Specifically the objective was to examine the influence of strategy implementation on the performance of Non-Governmental Organizations in Nairobi County. The study employed a descriptive research design. From the population of 1881 NGO registered in Nairobi County, a sample of 100 NGOs were selected using stratified random sampling technique to select strategic managers from each NGOs within Nairobi County to participate in the study. Primary data were collected using a combination of closed-ended and open-ended questionnaires. The data was then processed so that the responses could be classified into distinct sets. The information obtained was primarily quantitative. Descriptive statistics were used to analyze the data. The investigator was able to explain the data and quantify its utility thanks to descriptive statistical tools like SPSS and Microsoft Excel. The data was displayed visually in the form of tables and figures. The study outcome revealed an existing positive and significant correlation between Strategy Implementation Practice and the performance of NGOs in Nairobi County. This proves that, when Strategy Implementation Practice is enhanced, the performance of NGOs in Nairobi County also greatly improves. The study therefore recommended that, Managers in non-governmental organizations (NGOs) should improve their organizations' performance through strategic implementation practice if they focus on fostering a culture of shared vision, cooperation, and empowerment. The study also recommended that top executives learn more about the link between strategy implementation and strategic management techniques in order to boost the efficiency of NGOs in Nairobi County.

## INTRODUCTION

In recent years, both the value of strategic thinking and the idea that strategic management may boost an organization's performance have come into wider recognition (Satyro & Giannetti, 2017). According to Prajogo (2016), a company's strategic management should evolve into a standard operating procedure and a single direction that directs the company's actions. It consists of the examinations, judgments, and actions taken by an organization in order to gain and keep a competitive advantage (Ozturk, 2020).

Strategic management refers to the process by which managers make decisions and take actions to plan, direct, and control the activities of the organization in order to achieve the organization's goals (Adobor, 2019). In this regard, strategic management is the set of decisions and actions resulting from the process of defining and achieving the organization's goals. Therefore, strategic

management is a systematic, continuous and planned process that is based on strategic planning. Implementation and control of organizations. The purpose of strategic management is to ensure that the organization meets its goals and optimizes its performance.

Strategic management is a continuous process that is used by organizations to plan, implement and control their actions to achieve the goals set in the environment in which they operate (Thompson et al., 2020). Strategic management according to Chaibakhsh (2017) is a comprehensive, continuous and concerted effort of managers to achieve the goals of the organization. In this regard, the strategic management process includes four steps: strategic planning, strategy implementation, strategy evaluation and strategy modification. The strategic management process is a continuous and dynamic process that is always performed by organizations to achieve the goals set in the operating environment.

The role of strategic management in non-governmental organizations is to help them to establish and achieve their long-term goals (Fowler, 2016). It also helps NGOs to identify and respond to opportunities and threats in their external environment. Furthermore, strategic management provides NGOs with a framework for making decisions about how to allocate their resources in order to achieve their objectives (Fowler, 2016). There are a number of strategic management practices that can be adopted by NGOs in order to improve their performance. These include setting clear objectives, carrying out environmental scanning, engaging in stakeholder analysis, developing strategies, and implementing and monitoring these strategies (Abdel-Kader & Wadongo, 2018).

Some common strategic management practices that are often considered to be important in the NGO sector include developing a clear mission and vision, setting strategic goals and objectives, conducting stakeholder analysis and engagement, and performing regular monitoring and evaluation (Hansen, 2020). Having well-defined goals is crucial in strategic management (Guven, 2020). In addition, they need to fit in with the overall goals and objectives of the organization. Once objectives have been set, the NGO can develop strategies to achieve them. Scanning the surrounding environment is a crucial part of strategic planning. This entails keeping an eye on the outside world for potential benefits and dangers that could have an effect on the NGO. Non-governmental organizations (NGOs) need to keep tabs on the world around them so that they can adapt their methods accordingly (Cofrancesco, 2016).

After strategies have been developed, it is important to implement and monitor them. Implementation involves putting the strategies into action. Monitoring involves tracking the progress of the NGO in relation to its objectives. It is important to make adjustments to the strategies if they are not working as planned (Masero, 2016).

NGO's, like for-profit enterprises and the government, can gain a lot by adopting strategic management practices (Meresa, 2019). Strategic management can have a major effect on non-governmental organizations (NGOs), and not just in terms of the money they bring in (Kohlmann & Gatermann, 2016). Companies that are more prepared to face the competition in today's global market are more likely to succeed than those that are not. Non-governmental organizations (NGOs) need to learn and implement strategies that will increase employee productivity if they are to achieve their goals. This is getting harder in today's business climate because of all the competition (Agussani, & Akrim, 2020).

In order to stay in business and compete in today's market, many companies employ strategic management strategies (Aboramadan & Borgonovi, 2016). Management activities such as analyzing the current situation, developing a plan of action, putting that plan into action, and monitoring and

adjusting the results are all examples of strategic management work, bringing the company and its environment into harmony so that it can achieve its goals. Strategic management methods establish the overarching course for the organization (Meresa, 2019).

Strategic management approaches can't be implemented efficiently or sustainably without the growth of the many parties involved (Omsa et al., 2017). Their survivalist environmental beliefs and concerns are mirrored in their management strategies. Strategic planning can help non-governmental organizations (NGOs) build relationships with key constituencies, including potential funders, business allies, and government agencies (Omsa et al., 2017).

Strategic management is important for all businesses, but it is especially important for small businesses (Agwu, 2018). Small businesses often have limited resources and must carefully allocate those resources to maximize their chances of success. One common application of strategic management is in the area of marketing. Marketing managers use strategic management to develop marketing plans and strategies (Biteko & Ismail, 2020). They set objectives, such as increasing market share or increasing brand awareness, and then develop strategies to achieve those objectives. Another common application of strategic management is in the area of human resources (Chan et al., 2018).

Human resources managers use strategic management to develop plans and strategies for recruiting, training, and retaining employees. They set objectives, such as reducing turnover or increasing employee productivity, and then develop strategies to achieve those objectives (Draugalis & Plaza, 2019). Operations managers also use strategic management to develop plans and strategies for optimizing production and operations. They set objectives, such as reducing costs or increasing efficiency, and then develop strategies to achieve those objectives. (Makanga & Paul, 2017).

As per Prajogo (2016), strategic management entails the formulation, execution, analysis, and assessment of non-functional choices that forward an organization's goals. There has been a true management revolution in NGOs in recent years as a result of the increased importance of strategic management techniques brought about by economic and societal changes (Durand et al., 2017). Strategic management is a method for directing an organization's efforts, improving resource allocation, reinforcing key choices, and maximizing productivity (Omsa et al., 2017). Strategic management is useful not only for for-profit corporations and governments, but also for non-profit organizations (D'Cruz, 2018). NGO work environments are notoriously difficult, risky, and financially unstable.

Organizations can deal with financing uncertainty, according to Adobor's (2019) research, if they engage in strategic management activities. For this reason, the lack of such a concept could be detrimental to the long-term financial sustainability of NGOs because it would lead to their being more focused on the here and now. D'Cruz (2018) argues that strategic management can have far-reaching effects for non-profits beyond the financial gains that may be made.

There is a great need for NGOs to help expand networks, especially in rural areas (Sooducho-Pelc, 2015). There is a growing consensus that nongovernmental organizations (NGOs) are best suited to represent the interests of the population as a whole, and of its most vulnerable members, in advocating for their own needs (Hansen, 2017). When compared to the government, NGOs are better able to: address society's most pressing problems; develop effective strategies; and operate in far-flung places like Sub-Saharan Africa (Mumbe & Njuguna, 2019).

Many nongovernmental organizations (NGOs) have helped close the gap between the poor and the rich or the government by advocating for measures to end extreme poverty, protecting human rights, and gaining seats at the table in state agencies. They mediate and act as catalysts in the

strategic management process, and they are known for planting the seeds of new ideas (Frynas & Mellahi, 2015).

Non-governmental organizations (NGOs) in Tanzania and other nearby countries have consistently failed to impress due to a lack of buy-in from key stakeholders (Biteko & Ismail, 2020). This has prompted research into the potential reasons for NGOs' poor performance and strategies for improving their results. According to the findings, the lack of strategies is the main reason non-governmental organizations (NGOs) have such poor management and output.

In Kenya, The NGO sector in Kenya plays a vital role in supporting the government and communities in a variety of areas including education, health, environment, and poverty alleviation (Maina, 2018). In addition, NGOs provide critical services and support to vulnerable groups such as women, children, and the elderly (Muriuki *et al.*, 2017).

Many NGOs exist to fill the gaps that both the public and private sectors fail to particularly during periods of economic recessions, disease outbreaks and other humanitarian emergencies, agree that NGOs have been handy in promoting the economy, environmental outcomes, health and education of Kenyans (Njue & Ongoto, 2018). Many of Kenya's nongovernmental organizations (NGOs) receive funding and support from more well-known foreign groups; as a result, some of Kenya's NGOs engage in more methodical strategic management than they could otherwise.

### **NGO Sector in Nairobi County**

The 2020 census estimates a population of 4.73 million within Nairobi County's 684 square kilometers of land. In addition to being the seat of government, numerous national and international organizations have their primary offices in Nairobi, Kenya's capital and largest city (Kitonga, 2016). There are two main types of NGOs operating in the country, and they are defined by the place of their founding. In addition to the international NGOs, there are also national NGOs, which are sometimes referred to as "local" NGOs (Anunda, 2016). National nongovernmental organizations (NGOs) are those that have their roots in and are based entirely within a single country. The organizations may be classified as "local," but in most cases, they rely heavily on funding and support from outside the country (Gitonga, 2018).

There are international nongovernmental organizations (NGOs) in Kenya, but most of them are branches of larger organizations based elsewhere. However, there are also NGOs based in Kenya whose work extends beyond the borders of the country. Between 1997 and 2021, the number of organizations in this sector that were formally registered in the country increased by almost 58%. At a rate of 500 new businesses annually, the sector has expanded rapidly since 2011 (Gaiku *et al.*, 2016).

As of August 2013, a total of 6,075 NGOs in Kenya had been registered with the NGO Coordinating Board. In 2017, there were 1425 NGOs operating in Nairobi County; by 2019, the number had grown to 1574, and they worked in fields as diverse as disaster assistance, youth empowerment, economic empowerment, agriculture, social welfare, and health. Currently, according to NGO Coordination Board 2020, there are 1,881 registered NGOs in Nairobi County.

### **Performance of NGOs**

The idea of an organization is a method of coordinating the allocation of time, energy, and money to achieve a certain set of goals in accordance with the group's stated beliefs and goals (Obegi & Kimutai, 2017). In order to achieve success, businesses must first provide value for their customers. This means that "organizational performance" is a term that encompasses not just the past, but also the present and the future. It's possible that elements other than financial gain, such as customer happiness, productivity, and expansion of the company's influence, should also be considered when assessing a company's success (Masero, 2016).

In order to assess how well an organization is performing, it is necessary to compare the latter to the former in the form of stated goals and objectives (Gitonga, 2018). Financial, market, and shareholder value are the three most commonly examined outcomes in business settings; production capacity performance is also included in some circumstances. Performance can also be measured by how happy customers are and how loyal employees are to the company, as well as by the amount of money the company makes or how much of a surplus it has, as well as by how well it manages its expenses, the quality of its products, and the amount of money it wastes (Obegi & Kimutai, 2017).

Fundraising effectiveness, income growth, and expenditure effectiveness are all metrics that can be used to evaluate a nonprofit's success. The efficiency of a fundraising effort can be measured by dividing the amount raised by the amount spent on operations (Hurduzeu, 2015). The ability of the NGO's strategic leadership to attract the necessary money for organizational stability and program effectiveness is a key factor in the organization's financial performance, which is assessed by revenue growth. It also breaks down how much was spent on philanthropic activities and how much went toward program costs (D'Cruz, 2018).

In the end, the proportion of administrative costs to total costs is a measure of cost effectiveness. In order to improve the effectiveness of non-governmental organizations (NGOs), it is essential that they implement best-in-class strategic management methods. Strategic decision-making is hindered significantly by a lack of quantitative and qualitative evaluation measures (Serrat, 2017). The cornerstones of strategic management techniques include goal-setting and accomplishment at the individual level, problem-solving based on analysis of obstacles to goal-attainment, and the implementation of solutions. Consequently, studies of strategic management techniques are grounded in an examination of the variation in company performance that contributes to the actualization of a firm's stated goals (Masero, 2016).

### **Statement of the Problem**

In Kenya, most NGOs demonstrated their good performance through application of best strategic management practices. This includes proper and clear vision and mission, strategic plans, adequate and skilled human resource among other factors (Kenya NGOs Management Policy, 2015). According to Maina (2019), some NGOs have not been able to demonstrate similar characteristics and are facing management related problems and some have been forced to shut down. Most of the NGOs in Kenya are facing challenges as a result of the dynamic environment (Maina, 2019). This therefore calls for evaluation of strategic management practices and further implementation.

Several studies have been done on strategic management practices for instance according to Meanwhile, Odera (2018) asserts that NGOs dealing with food insecurity have been ineffective in formulating and implementing strategies, and as a result, they have failed to improve food security levels among the poor. Yunis (2019) reported a strong relationship between strategic management and NGOs' access to donor funds. Kihara (2017) asserts that strategic management practices are essential in improving performance of agricultural NGOs in Kenya while Wanjiru (2019) determined that strategic management practices are key to emergency response NGOs such as the Red Cross. Sang (2018) established that strategic management practices had improved performance of LAPFUND which is a national mandated retirement benefits scheme. None of the aforementioned research has been able to establish a causal relationship between strategic management and the performance of NGOs in Nairobi County, Kenya. Therefore, the study sought to fill the gap by assessing the effect of strategic management practices on the performance of NGOs in Nairobi County, Kenya.

## **Objective of the Study**

To examine the influence of Strategy implementation on organizational performance of NGOs in Nairobi County.

## **Research Hypothesis**

The following hypothesis was tested;

Strategy Implementation has no significant effects on organizational performance of NGOs in Nairobi County.

## **Theoretical Review**

### *Strategic Fit Theory*

According to this theory, there are no specific strategic management practices that are specific to all NGOs. Each practice depends on the nature of the NGO as cited in (Majukwa, & Haddud, 2016). The proper integration and application of the strategic management practices depicts their effectiveness. This theory emphasizes on the fitness of strategic management practices to an NGO. These include the core values, policies and procedures. These practices must be able to ensure that the interests of both the staff and the beneficiaries are taken care of.

NGOs should always come up with strategic practices that best suit their needs in terms of how they operate (Eva et al. 2018). Several observations from researchers explain that the changes in the environment always force organizations to change their systems. In such cases, the objectives of the organization may also change based on the environment. Situational leadership was seen to take place in such cases. Decisions were made based on the situation at hand (Shankar & Shepherd, 2019).

This theory is in line with this proposition that decisions were best made basing on the event. Other NGOs came up with modified structures in order to enhance performance in their NGOs especially in uncertainty (Lux, 2016). The application of this theory assisted strategic managers to manage their scarce resources effectively to lower overhead costs and respond to the changing environment. Strategic managers were flexible in their roles (Prajogo, 2016). The adaptability in the external environment played a huge role on how their performance would be. It is with this reason that those managers and directors who failed to adopt to the changing environment led to the shutdown of many NGOs. NGOs should be able to integrate change in their strategic plans (Prajogo, 2016). The theory supports variable on the influence of Strategy implementation on organizational performance of NGOs in Nairobi County.

## **Empirical Review**

### *Strategy implementation practice on Performance of NGOs*

Allocating resources to back the selected strategies is what Aboramadan and Borgonovi (2016) call "strategy implementation." Several management tasks are involved in the process to implement the strategy, set up strategic controls to track progress, and reach the desired outcomes for the organization. Strategy implementation, as defined by Aboramadan (2018), is the "doing" phase of strategic management.

Strategy implementation, as defined by Lagat and Frankwick (2017), consists of a chain of subsidiary operations, primarily administrative in nature, whose goal is to establish how an organization's resources should be mobilized to realize its strategy. According to Aboramadan (2018), all managerial actions, including things like incentive, compensation, and the control process, are included in the strategy implementation procedure.

While it's challenging for any management team to develop a coherent strategy, it's exponentially more challenging to turn that strategy into a reality and roll it out company-wide.

Allocating resources to back the chosen strategies can be seen as part of strategy execution. Developing, enacting, and assessing the effectiveness of cross-departmental decisions that further an organization's goals is the essence of strategic management methods (Gregory & Karavdic, 2019).

This includes a wide range of managerial tasks necessary to initiate strategy, establish strategic controls for tracking progress, and ultimately realize the organization's stated objectives. When a strategy is implemented, it is put into action. According to Chaffey and Ellis-Chadwick (2016), it's not enough for managers to operate in accordance with the company's vision and goal; they must also put the plan into action.

Having the future outlined in detail for the present is, in essence, implementation (Weiser, & Laamanen, 2020). To accomplish this, one must first establish a specific and comprehensive plan for getting the job done. This indicates that any changes to the process will result in a setback in reaching the goal. It is crucial to check that everyone is on the same page before launching an implementation strategy.

The ability to talk to one another is crucial right now. Any problems that arise during this process will have severe consequences. Leadership with a critical mind is essential for successful strategy implementation, as is the simplification of each stage (Chaffey & Ellis- Chadwick, 2016). Building a competent organization should be a major priority when putting a strategy into action, as this will determine how well the strategy is carried out. Creating a flexible internal organization structure, fostering the development of relevant skills and competences, and recruiting capable individuals are all part of this process. As a result of globalization, businesses are now able to sell to a large audience without having to relocate their operations. In order to propel performance to a more desirable future state, businesses must reevaluate their current strategy (Weiser et al., 2020). Managers are expected to put into action the set of tactics chosen by Aboramadan and Borgonovi (2016) to help a company get a competitive advantage and improve its performance.

Similarly, Chaffey and Ellis-Chadwick (2016) argue that a company's choice of strategy is no guarantee of that strategy's success; rather, the key to success lies in the plan's successful implementation. For instance, a common reason why well-designed techniques don't work is because of sloppy execution. Therefore, implementation is crucial because it builds the groundwork and provides a clear picture of what the strategic option will look like in the future (Gbczyska, 2016).

According to Amoo and Akwei (2019), the steps taken to put into action a plan vary depending on factors such as whether the corporation is designing an entirely new strategy or is merely tweaking an existing one. Similarly, it depends on factors including the institution's age and status in the industry; consequently, the implementation process entails the act of communicating the quantifiable company goals and corporate strategy; determining the essential tasks that must be carried out; allocating the necessary duties to the appropriate departments; and delegating authority (Amoo & Akwei (2019).

Getting strategies off the ground has proven difficult for modern businesses. This is because the actualization of strategy execution is impacted by a wide variety of different elements, ranging from the systems put in place to control and coordinate to the individuals who implement or convey the plan (Gregory & Karavdic, 2019). The nature of competitiveness is changing as the business world enters a new frontier characterized by rapid, unpredictable change and high uncertainty. To be successful in today's corporate world, managers need fresh perspectives that place an emphasis on strategic adaptability, global marketplaces, and the capacity to accept and even embrace change (Gregory & Karavdic, 2019).

Additionally, all strategic action durations are shrinking noticeably (Aboramadan, 2018). This cutting-edge corporate environment necessitates novel ways of reasoning and organizing at the managerial and organizational levels, a focus on the world as an operational unit, a high degree of strategic and structural adaptability, and novel approaches to strategy implementation (Penco et al., 2019). Growth in sectors, shifts in competitive dynamics, and potential shifts in business management are all possible outcomes of a revival of scientific activity (Lee & Griffith, 2019).

In his definition of implementation, Gbczyska (2016) emphasized the importance of a company's ability to initiate and complete a process. He says it's a never-ending chain of events that culminates in a certain result. He goes on to say that once the Strategy is in place and has become regular, the process has been completely contextualized and understood by the people involved. For the success of a strategy over the long run, this is crucial.

When it comes to implementation, Chaffey and Ellis-Chadwick (2016) contend that action is everything. Therefore, strategic planning processes should guide strategic implementation approaches. The study's findings suggest the presence of rules and regulations. In any business, this is crucial. This pointed to a degree of actualization. Both the board and the executive management team are responsible for establishing the organization's long-term strategic direction. Planning and making decisions take a back seat to strategic execution (Weiser & Laamanen, 2020).

Enhancing productivity and fostering harmonious working relationships are two of the many benefits of investing in human resources. Two authors: Gregory and Karavdic (2019) NGO organizational structures lacked the rigor that helps businesses make strategic decisions and operate well. People resource management, according to Lee and Griffith (2019), is responsible for helping a business fulfill its goal and vision through the recruitment, development, and retention of its human resources. Management and the company's long-term strategic direction are both considered (Lux, 2016).

While volunteers greatly improve staffing numbers, their limited availability might be a significant drawback (Mansour & Esseku, 2017). The staff must also have adequate training to carry out their duties. It's unfortunate that some non-governmental organizations (NGOs) are so thrifty that they wind up hiring the wrong people (Chaffey & Ellis-Chadwick, 2016). According to the results, non-governmental organizations (NGOs) possess the knowledge and abilities necessary to achieve their missions. The majority of them aimed to introduce new ideas and increase value. Staff morale and productivity can only thrive in an environment where a positive culture is actively fostered. The culture is reinforced by a highly motivated workforce (Chaffey & Ellis-Chadwick, 2016).

When workers are inspired, they are able to provide excellent results in terms of output. This is in keeping with Maslow's (1943) theory, referenced by Aboramadan and Borgonovi (2016), which people won't be motivated to work toward higher-level demands unless their basic ones are satisfied. Participation of employees is emphasized by Al-Ali (2020). This is the fundamental reason why most initiatives implemented by an organization fail: upper management does not support them. If employees aren't being actively watched to make sure the strategy is being implemented, they're more likely to relax. The lack of input from key stakeholders who have little awareness of the plan to be implemented is another factor that could lead to the strategy's failure (Gavrilova & Grinberg, 2018).

Strategy implementation, according to Lee and Griffith (2019), is all about allocating the right amount of resources to make sure that the chosen strategies actually get put into action. The study's primary objective is to guarantee that the conveyed methods and approaches are effectively implemented via the projects developed, budgets allocated, and strategies devised. Differentiation,

cost leadership, diversification, market penetration, and product development are just some of the performance and business growth strategies developed by commercial banks (Meresa, 2019).

According to Samuel and Siebenec (2019), this is when the strategy is put into action, or actualized. Implementing a plan often precedes formally formulating such strategy, as it is usually after implementing a strategy that a company will articulate its mission, objectives, or goals. There is more to achieving business objectives than just coming up with a plan of action.

According to what Pretorius (2016) has demonstrated, a goal-setting culture—where goals are produced in a methodical manner and are typically associated with management aims—is positively correlated with implementation. This is why the implementation process is so important; it ensures that the organization's ideas are put into effect and that the tasks assigned to employees actually lead to the desired results (Weiser & Laamanen, 2020).

#### *Organizational performance*

The term "performance measurement" refers to the broader concept of incorporating established business improvement techniques with cutting-edge technological tools in order to assess the efficiency and effectiveness of a given operation (Agussani & Akrim, 2020). When evaluating performance, the entire management planning and control cycle is taken into account (Aboramadan, 2018). A non-governmental organizations (NGO's) efficiency can be defined as its capacity to acquire and deploy its limited assets in the service of its mission (Kowo & Akinbola, 2019).

The effectiveness of a non-governmental organization (NGO) could be evaluated using both monetary and qualitative metrics. Dagnino and Cinici (2015) testified that these might be anything from a unit responsible for producing resources to one responsible for overseeing an entire program. On the other hand, NGOs are less concerned with increasing their earnings to ensure their own long-term viability and will instead prioritize increasing the quality of services they provide in order to address existing issues. Most NGOs rely on donations rather than fees for their revenue, making them well-positioned to focus on helping others rather than maximizing their profits (Cypress, 2017). Performance in non-governmental organizations (NGOs) will be evaluated primarily on the basis of long-term viability, the effectiveness of service delivery, and the level of pleasure felt by both staff and beneficiaries (Agussani & Akrim, 2020). Organizational efficiency can be defined as the degree to which it provides premium services while keeping overhead to a minimum. Staffing levels, financial reserves, value for money, cost-effectiveness of services, cost per client, cost per program, and percentage of participants who stay the course are all relevant metrics. The link between the cost of production and the cost of output can be described by the efficiency described by the cost per unit of output.

To be relevant, one must be able to maintain one's significance amidst the ever-shifting context. Indicators include keeping a close eye on things and making adjustments as necessary, reviewing the mission and assessing the demands of stakeholders on a frequent basis. Organizational sustainability is directly tied to its financial viability. Indicators include low-interest financing, a surplus of cash flow over expenses, a positive net worth (assets > liabilities), and the availability of fresh funding avenues (Aboramadan, 2018).

According to Bao (2015), NGOs evaluate their own performance based on metrics like their ability to bring in money, how much they spend on programs, how much they spend on administration, how well they raise money, and how efficiently they spend the money they do bring in, as well as metrics like their working capital ratio, program expenses, and administrative costs. Efficiency in fundraising can be measured by calculating the remaining gift amount after deducting

the total cost of acquisition, the percentage of total income that goes toward fundraising costs, and the ratio of total donations to operating surplus. There is a large variety of funding mechanisms available to NGOs. In addition, the authors argue that financial performance evaluates the organization's revenue growth, which reveals the strategic leadership's ability to attract the necessary funds to sustain the organization, and that program efficiency evaluates the amount of money spent on the organization's charitable mission as a percentage of the entire budget (Busscher, 2021). Non-governmental organizations (NGOs) must increase their income to ensure the long-term viability of their programs and services.

### **Conceptual framework**

In this study the dependent variable is organizational performance of NGOs while the independent variables are Situation Analysis Practice, Strategy Formulation Practice, Strategy Implementation Practice and Strategy Evaluation and Control Practice. A conceptual framework presents the relationship between the dependent variable and the independent variables as shown in Figure 1.

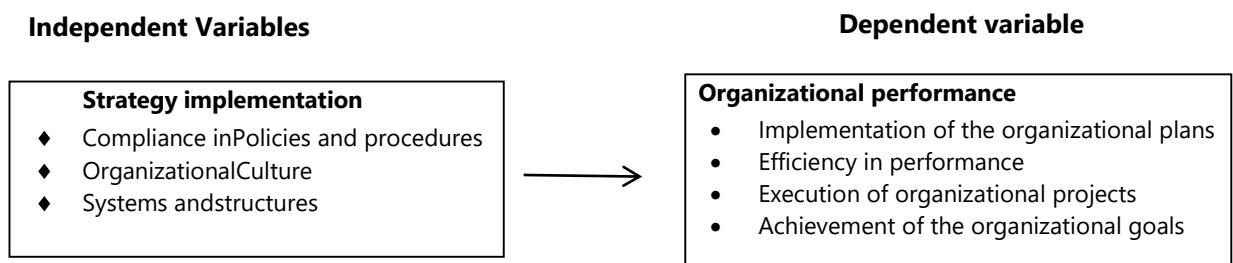


Figure 1. *Conceptual Framework*

## **METHOD**

### **Research Design**

As per Lewis (2015) a research design is a plan or framework for conducting research. It includes a description of the participants, the research setting, the data collection methods, and the data analysis procedures. A descriptive cross sectional survey was used in this study. "configuration of conditions for collecting of data in a matter that strives to combinerelevance to the study objective with economy in method," as defined by Kothari (2008), is the essence of a research design. Because it is possible to collect massively huge samples, this layout is favored because it yields statistically significant findings even when analyzing several factors. When trying to characterize a sizable group, surveys can be quite helpful.

### **Target Population**

The target population in a research is the group of individuals that the researcher wants to study (Mugenda & Mugenda, 2003). According to Draugalis, and Plaza (2019), as cited in Howe and Robinson (2018), a researcher's target population is the group of people about whom the researcher wants to generalize. Population, as defined by Stuart, Ackerman, and Westreich (2018), is "the complete collection of components having common observable features about which some conclusions can be formed." The population of the study consisted of strategic managers from the 1881 registered NGOs, both International and National NGOs in Nairobi County. According to the NGO Coordination Board 2020, there are 1881 NGOs operating in Nairobi County which formed the study population.

**Table 1.** Target Population

Category	Frequency	Percentage (%)
International NGO	1320	70.2
National NGO	561	29.8
Total	1881	100.0

*NGO Coordination Board 2020*

### **Sampling Frame**

The sampling frame is an exhaustive enumeration of all possible points of origin for a sample. According to West (2016), a sample frame is a catalog of the study's intended population from which a subset is chosen. So, a sample frame needs to have a complete and current list of the people who make up the population of interest. According to Elfil and Negida (2017), a sample frame is only as good as the accuracy of the list of people it contains. A sampling frame, as defined by Mooney and Garber (2019), is a collection of items from which the sample is drawn and which are highly representative of the population. In this study, the sampling frame were drawn from both International and National NGOs in Nairobi County.

### **Sampling Technique Sample Size**

#### *Sampling Technique*

Researchers employ sampling to select groups of people, locations, or objects for research (Kombo & Tromp, 2016). The term "sampling frame" refers to the comprehensive list of population subsets that are used to compile the sample (Etikan et al., 2016). A sampling technique is a method of selecting a sample of elements from a population in order to study the characteristics of the whole population. There are many different sampling techniques, and the one used depends on the type of research being conducted. Some common sampling techniques include convenience sampling, snowball sampling, and stratified sampling. Non-probability and probability sampling, as explained by Taherdoost (2016), can both be employed to ensure that a study's findings are generally indicative of the community as a whole. Since it is not possible to study all the NGOs operating in Nairobi City County, the researcher used stratified random sampling to select a sample of employees within the selected NGO programs (both International and Local NGOs) within Nairobi County.

#### *Sample Size*

A sample is a selected subset of a larger population from which a researcher can draw conclusions (Sharma, 2017). A sample, according to Etikan et al., (2016), is "a selection of the entities to which a decision applies." According to previous researchers need to make sure that all relevant subgroups are properly accounted for in their samples and that the sample is selected so that it appropriately represents the population. Researchers select a subset of the entire population to study in order to generalize information about the whole. This subset is called a sample (Sharma, 2017). In terms of cost, according to Taherdoost (2016), sample size is crucial. While a too large study consumes resources unnecessarily, an insufficiently sized one can be a waste of time and money due to its inability to yield meaningful conclusions. This means that there is a 10% error margin at a 90% confidence level. To obtain a sample size that has an adequate size relative to the goals of the study, the researcher adopted Yamane's formula.

**Tabel 2.** Sample Size

Category	Frequency	Sample Ratio	Sample Size
International NGO	1320	19.9	66.7
National NGO	561	19.8	28.3
<b>Total</b>	<b>1881</b>		<b>95</b>

### **NGO Coordination Board, 2020**

A sample size of 95 NGOs was selected from which the study selected one strategic manager from each NGOs within Nairobi County to participate in the study.

#### **Data collection Instruments**

The term "data collecting instrument" refers to any device used for the purpose of gathering information (Dagnino, & Cinici, 2015). A questionnaire was used extensively to gather information for this investigation. A significant advantage of employing a questionnaire is the amount of information that can be gathered from a big number of people in a short length of time. This is especially helpful when studying subjects like public opinion or customer satisfaction that necessitate a great deal of information. The same set of questions was presented to each respondent. Researcher cover letters elaborating on the study's importance and significance were included with the questionnaires. The respondents were made aware that their responses would remain anonymous and confidential, and that the results and data would be provided in a way that would prevent any individual from being identified from their response.

#### **Data Collection Methods**

After obtaining an introduction letter from the university, the researcher used the drop-and-pick-later methodology to gather data by delivering questionnaires to respondents and collecting them after they were completed. Questionnaires were used to gather the primary data for this study. A questionnaire is an approach of eliciting, capturing, and collecting information, as defined by Solymosi and Bowers (2018). According to Kothari (2003), referenced in Blumenberg and Barros (2018), surveys are highly methodical and structured in their data generation. The use of Likert scale questions was also used since the answers to such questions may be quickly tallied and categorized on the basis of the respondents' reported levels of agreement (Ivey, 2017). After confirming that the NGOs were ready, willing, and able to reply to the various sections of the questionnaires, the researcher personally distributed the questionnaires to the relevant stakeholders. For the questions that were not easily grasped, the researcher offered explanations.

#### **Validity of the Research Instrument**

Validity is the extent to which a research instrument accurately measures what it is supposed to measure (Taherdoost, 2016). In a similar vein, it refers to how well a research instrument actually measures the variables it sets out to examine. Validity is also employed to determine how well a study's data represents a particular construct (Taherdoost, 2016). Face validity, content validity, and construct validity were the main areas of focus during the validation testing. To assure the survey's credibility, the researcher consulted with strategic management faculty and other professionals. Extensive evaluation of theoretical and empirical literature pertinent to the set of research variables in this study ensured content and construct validity. This allowed for the research instrument to be refined and improved upon, ultimately increasing its reliability.

### Reliability of the Research Instrument

According to Heale and Twycross (2015), one way to evaluate the quality of a measurement tool is to consider how stable and consistent its measurements of the concept in question are. The reliability of the survey was determined using Cronbach's alpha. Cronbach's alpha is a reliability coefficient that measures the extent to which individual items in a set are connected with each other in a positive way. A valid Cronbach's alpha value ranges from 0 to 1. (Taherdoost, 2016). Values of the alpha coefficient that were higher were generally accepted as being more reliable than those that were lower. Cypress(2017) recommend that acceptable alpha should be at least 0.70 or above.

### RESULT AND DISCUSSIONS

The study conducted a multiple regression analysis and from the above regression model, holding strategy implementation practice and NGOs performance will be 1.223. A unit increase in strategy implementation practice will lead to NGOs performance by a factor of 0.431. This shows that there is a positive relationship between strategy implementation practice and NGOs Performance.

**Tabel 3.** Analysis of Variance (ANOVA)

	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std.Error	Beta	t	
(Constant)	0.188	0.593		6.041	0.000
Strategy					
Implementation	0.431	0.143	0.327	2.170	0.000
Practice					

*a Dependent Variable: Performance of NGOs in Nairobi County*

Using the table's unstandardized beta coefficients, the overall equation was obtained as proposed by the framework. When these beta coefficients are substituted in the equation, the model becomes:  $Y = 0.188 + 0.431X_1$  where from the model, it is observed that Strategy Implementation Practice significantly influences organizational performance of NGOs with a unit change causing a change in organizational performance by a factor of 0.431 units.

Based on the conducted multiple regression analysis, it can be concluded that there is a positive relationship between strategy implementation practices and the performance of NGOs in Nairobi County. The regression model indicates that when the strategy implementation practice is held constant, the performance of NGOs will be 1.223. This means that the baseline performance of NGOs in Nairobi can be predicted to be 1.223 when there is no change in strategy implementation practices.

Furthermore, each one-unit increase in strategy implementation practice leads to an increase in NGO performance by 0.431 units. This demonstrates a positive and significant relationship between the two variables. Better strategy implementation practices directly contribute to enhanced NGO performance.

The Analysis of Variance (ANOVA) table provides further details about this relationship. The unstandardized coefficient for strategy implementation practice is 0.431, with a standard error of 0.143. This means that despite some variation in the data, an increase in strategy implementation practices is consistently associated with an increase in NGO performance.

Additionally, the standardized Beta value of 0.327 indicates the strength of the relationship between the independent variable (strategy implementation practice) and the dependent variable

(NGO performance). The t-value of 2.170 and the significance level (p-value) of 0.000 suggest that this relationship is highly statistically significant. In other words, the probability that this relationship occurred by chance is very low.

The coefficient for the constant (intercept) is 0.188, indicating the baseline value of NGO performance when the strategy implementation practice is zero. This is the starting point from which any increase in strategy implementation practice will lead to further improvement in NGO performance. The t-value for the constant is 6.041, and the p-value is 0.000, also confirming that this value is statistically significant.

According to Table 3, at the 5% level of significance, there is a positive and significant association between Strategy Implementation Practice and the performance of NGOs in Nairobi County. This conclusion is based on the corresponding p-value of 0.000 for the coefficients. The study concluded with a 95% degree of confidence that the stated null hypothesis had been rejected due to this observation. The study found no support for the null hypothesis, leading the authors to the conclusion that NGOs in Nairobi County, Kenya's Strategy Implementation Practice significantly influence performance.

Overall, this analysis shows that improvements in strategy implementation practices have a positive and significant impact on the performance of NGOs in Nairobi County. In other words, NGOs that are more effective in implementing strategies tend to perform better. This underscores the importance of good strategy implementation practices in enhancing NGO performance and achieving their objectives more effectively.

## CONCLUSION

Based on the findings the study concluded study concluded that Strategy Implementation Practice significantly influence performance of Non-Governmental Organizations in Nairobi County, Kenya. The research findings further concluded that, there exist a positive and significant association between Strategy Implementation Practice and NGOs performance. It as well revealed that any positive change Strategy Implementation Practice enhances performance of NGOs in Nairobi County. The success, survival, or demise of a company is determined by the strategy implementation process. The organization's competitive advantage must always be enhanced by the successful execution and implementation of strong and robust strategies. The findings support Burgelman, Grove, and Meza (2016)'s assertion that strategy implementation aims to improve organizational performance.

The study suggests that strategy implementation be continued from regular basis to ensure a successful outcome. The top executives should investigate how strategy implementation leads to strategic management practices in order to enhance the effectiveness of NGOs in Nairobi County. The purpose of strategy evaluation is to enlighten managers about the factors for a specific failure to accomplish a specific goal or objective. The senior managers investigate how strategy evaluation develops strategic management practices in NGOs in Nairobi County in order to continuously improve their performance.

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