

An Investigation of Factors Affecting Implementation of Strategic Plans on Registered Non-Governmental Organizations Located at Imenti North District

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ABSTRACT

Strategy implementation skills are not easily mastered, unfortunately. In fact, virtually all managers find implementation the most difficult aspect of their jobs- more difficult than strategy formulation. Managers themselves report that less than half the plans resulting from these efforts are ever implemented. The ability to implement strategies is one of the most valuable of all managerial skills (Higgins, 2004). Non Governmental Organizations are not an exception. In fact, implementation of the planned strategies is one of their major challenges towards achieving their objectives. The purpose of this study was to investigate on the factors affecting implementation of strategic plans in the registered Non-Government Organization located at Imenti North District. The objectives of the study were (a) To find out if organization structure influences implementation of strategies in the registered NGO's located at Imenti North District (b)to establish if organization culture influences implementation of the strategies in the registered NGO's located at Imenti North District, (c)to determine if organizational leadership influences implementation of strategies in the registered NGO's located at Imenti North District and to establish if training and reward influences implementation of strategies in the registered NGO's located at Imenti North District. The researcher used a survey research design, with a target population of 94 employees in total. From the target population the researcher stratified each organization as a stratum on itself. Then, the researcher collected a sample of 40% from each stratum by a method of simple random sampling. The selected sample was issued with a questionnaire that had both open-ended questions that allowed more information and views of the respondents and closed ended questions that ensured the respondents are on track of the relevant information. The data collected was analyzed using descriptive statistics and so frequencies were determined and presented in form of tables and figures.

KEYWORDS: Strategic Plans and Non-Governmental Organizations

1. INTRODUCTION

Managing activities internal to the firm is only part of the modern executive's responsibilities. The modern executive also must respond to the challenges posed by the firm's immediate and remote external environments. To deal effectively with every thing that affects the growth and profitability of a firm, executives employ management processes that they feel will position it optimally in its competitive environment by maximizing the anticipation of environmental changes and of unexpected internal and competitive demands. (Pearce and Robinson, 2007). The managers need to come up with a set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company's objectives. According to Arieu (2007), there is strategic consistency when the actions of an organization are consistent with the expectations of management, and these in turn are with the market and the context. To begin with, a company need to formulate its company's mission, including broad statements about its purpose, philosophy and goals, then it has to conduct an analysis that reflects the company's internal conditions. Thirdly, the company has to access its external environment and then analyze its options by matching its resources with external environment. Further, the company has to analyze its most desirable option by evaluating each option in light of its mission as well as selecting a set of

long-term objectives and grand strategies followed by short term strategies that will achieve the most desirable options. Finally, the company has to implement the strategic choices by means of budgeted resource allocation and also evaluate the success of the strategic process as an input for future decision making (Pearce and Robinson 2007). Strategic decisions are crucial in every modern business that opts to be competitive.

These decisions have several dimensions that are important as well. First, strategic decisions are top management decisions. At this level, prospective understanding of the matrix of conceptual skills, technological skills and human relations is a key factor. Secondly, strategic decisions involve the allocation of large amounts of company resources. This involves budgeting for every department, based on priority issues. Further, strategic decision addresses that which is likely to have a significant impact on the long-term prosperity of the firm and also the dimension has to be future oriented focusing on today and tomorrow, (Higgins, 2004). To ensure success, the strategy must be translated into carefully implemented action. This means that the strategy must be translated into guidelines for the daily activities of the firm's members, also the strategy and the firm must become one and the company's managers must put into place steering controls that provide strategic control and the ability to adjust strategies, commitments and objectives in response to ever-changing future conditions (Pearce and Robinson 2007). According to Arieu (2007), implementation of plans is a crucial part of strategic management. Without proper implementation of strategies, then good plans are prone to fail. Strategy implementation include building a firm capability of carrying out strategy successfully, allocating ample resources to strategy-critical activities, establishing strategy-supportive policies, instituting best practices and programs for continuers improvement, tying reward structure to achievement of results, creating a strategy- supportive corporate culture as well as installing support systems.

According to Steiner (2004), "the implementation process covers the entire managerial activities including such matters as motivation, compensation, management appraisal, and control processes" As Higgins (2004) has pointed out," almost all the management functions- planning, controlling, organizing, motivating, leading, directing, integrating, communicating, and innovation- are in some degree applied in the implementation process. Pearce and Robinson (2007), say that "to effectively direct and control the use of the firms resources, mechanisms such as organizational structure, information systems, leadership styles, assignment of key managers, budgeting, rewards and control systems are essential strategy implementation ingredients.

1.1 Background of the NGOs

Ripples International was established to help save lives and give hope in the current HIV epidemic. The estimated total population of Kenya is 30 million. About 2.2 million people are infected with HIV/AIDS. The inspiration came in 2001 after the Kenya Nation newspaper headlines revealed "Imenti North District rates highest in HIV infection rate at 38 percent". In Imenti North, HIV/AIDS is still shrouded with stigma, secrecy, denial and victimization. As a result, people living with the disease, including children, are often hidden at home, denied love, proper care and support. A faith-based and community-based organization, Ripples International seeks to improve the living standard of human beings through education, counseling and rehabilitation. The aim is to reduce ignorance, poverty and oppression by empowering and enlightening communities and individuals. Primary activities of Ripple International cover care and support for orphans and vulnerable children as well as HIV/AIDS awareness. Food for the Hungry (FH) is an international relief and development organization working in more than 26 countries around the world. Food for the Hungry was founded in 1971 by Dr. Larry Ward. FH's stated mission is "to walk with leaders, churches and families in overcoming all forms of human poverty by living in healthy relationship with God and His creation which was taken from Psalm 146:7 "He upholds the cause of the oppressed and gives food to the hungry. FH sponsors needy children and it gives food and education to them.

Save the Children Canada is a non-political, non-religious organization committed to long-term development at the grassroots level through partnerships with churches, local communities, government bodies and international organizations. Save the Children Canada is a part of the Save the Children movement. With 29 national members and operational programs in over 120 countries, the Save the Children is the world's leading organization for children. They develop projects, which bring about long-term sustainable improvements and development to benefit children. They deliver immediate relief and assistance to families affected by emergency situations, such as conflict and natural disaster and they speak out for and on behalf of children- to make others take action and to bring about significant change to the lives of children around the world. Save the Children include children in the development of their programs. They firmly believes that children and young people must be active participants in the design and implementation of programs and policies that impact on their lives, as they are best placed to tell the world about their needs.

Compassion International exists as a Christian child advocacy ministry that releases children from spiritual, economic, social and physical poverty and enables them to become responsible, fulfilled Christian's adults. Compassion Ministry focuses on the spiritual, physical, economic and social needs of children. Its child sponsorship program is: Christ Centered- each child has an opportunity to hear the gospel in an age-appropriate and culturally relevant way, Child Focused- it engages each child as a complete person, Church Based- it partners with churches, parents and communities – to teach, to train and mentor children, Committed to Integrity- Compassion is dedicated to delivering excellent programs with complete integrity.

Strategy implementation skills are not easily mastered, unfortunately. In fact, virtually all managers find implementation the most difficult aspect of their jobs- more difficult than strategy formulation. US managers spend more than \$10 billion annually on strategic analysis and formulation. Managers themselves report that less than half the plans resulting from these efforts are ever implemented. The ability to implement strategies is one of the most valuable of all managerial skills (Higgins, 2004). Non Governmental Organizations are not an exception. In fact, implementation of the planned strategies is one of their major challenges towards achieving their objectives.

2. LITERATURE REVIEW

2.1 Concept of Strategy

By strategy, managers mean their large-scale, future-oriented plans for interacting with competitive environment to achieve company objectives. A strategy is a company's game plan. It provides a framework for managerial decisions. A strategy reflects a company's awareness of how, when, and where it should compete, against whom it should compete and what purposes it should compete (Pearce and Robinson, 2004). Managers face no greater challenge than that of strategic management. Guiding a complex organization through a dynamic, rapidly changing environment requires the best of judgement. Strategic management are invariably ambiguous and unstructured, and the way in which management responds to them determines whether an organization will succeed or fail (Arthur A. Thompson, 2002).

According to Chandler (1999), strategy may refer to top managements plans to attain outcomes consistent with organizations mission and goals. One can look at strategy from three vantage points as strategy formulation, strategy implementation and strategy control. Corporate strategy is the pattern of major objectives, purposes or goals and essential policies of plans for achieving those goals, stated in such a way as to define what business the company is in or is to be in. The determination of the basic long-term goals and the objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out these goals, can be a clear definition of the term strategy. According to Gerry Johnson (2006), strategy is the direction and scope of an organization over the long-term, which achieves advantages for the organizations through its configuration of resources within a changing environment, to meet the needs of markets and fulfil stakeholder expectations.

2.2 Organizational Structure

According to Pearce and Robinson, 2004, organizational structure refers to a formalized arrangement of interaction between authority and responsibility for the tasks, people and resources in an organization. It is more often seen as a chart, often a pyramidal chart, with positions or titles and roles in cascading fashion. There are often different types of organization structures in use today. To begin with, the simple organizational structure is the one in which there is an owner and a few employees and where the arrangement of tasks, responsibilities, and communication is highly informal and accomplished through direct supervision. Functional organizational structure is another major type of organizational structures that is in use today. In this case tasks, people, and technologies necessary are divided into separate "functional" groups (e.g. marketing, operations and finance) with increasing formal procedures for coordinating and integrating their activities to provide the business's products and services (Pearce and Robinson, 2004).

Divisional organizational structure is highlighted as a set of relatively autonomous units, or divisions, are governed by a central corporate office but where each operating divisions has its own functional specialist who provide products or services different from those of other divisions. In addition, matrix organization structure is one in which functional and staff personnel are assigned to both a basic functional area and to a project or product manager. It provides dual channels of authority, performance responsibility, evaluation and control (Pearce and Robinson, 2004).

According to Johnson G (2006), an effective organizational structure shall facilitate working relationships between various entities in the organization and may improve the working efficiency within the organization units. Organization shall retain a set order and control to enable monitoring the processes. Organization shall

support command for coping with a mix of orders and a change of conditions while performing work. Organization shall allow for application of individual skills to enable high flexibility and apply creativity. When a business expands, the chain of command will lengthen and the span of control will widen. When an organization comes to age, the flexibility will decrease and the creativity will fatigue. Therefore organizational structures shall be altered from time to time to enable recovery. If such alteration is prevented internally, the final escape is to turn down the organization to prepare for a re-launch in an entirely new set up. The chain of command and span of control are important aspects in an organization. Effective strategy implementation is normally influenced by these two aspects. A manager is more effective when dealing with few employees or when he has a lesser span of control and greater power to command, (Lawrence G, 2006)

According to Lawrence G (2006), Successful strategy implementation indicates an ability to gain support for a particular course of action or execution plan. Making strategy work often entails getting others to perform in certain ways or change their behaviour. Leading execution presupposes an ability to influence others. Leading effective change, the number one requisite for successful strategy implementation, also presupposes an ability to influence and move others into purposeful action. Therefore, a manager should embrace to change the structure to fit the strategy. A good manager should have the ability to form coalitions and gain the support of influential people in the organization. This will help immensely with the execution of formulated plans. In addition, a strategy to be implemented requires collaboration across operating and /or functional areas of an organization. Therefore, clear mechanisms should be put in place so as to work through the competitiveness that exists among organizations.

2.3 Organizational Culture

The basic pattern of shared assumptions, values, and beliefs considered to be the correct way of thinking about acting on problems and opportunities facing the organization. Cultural content refers to the relative ordering of beliefs, values and assumptions. This definition continues to explain organizational values also known as beliefs and ideas about what kind of goals members of an organization should pursue and ideas about the appropriate kinds or standards of behaviour organizational members should use to achieve these goals. From organizational values develop organizational norms, guidelines or expectations that prescribe appropriate kinds of behaviour by employees in particular situations and control the behaviour of organizational members towards one another, (Johnson G et al, 2006). Organizational culture is the set of important assumptions that members of an organization share in common. Every organization has its own culture. These shared assumptions (beliefs and values) among a firms members influence opinions and actions within that firm. A member of an organization can simply be aware of the organizations beliefs and values without sharing them in a personally significant way. Those beliefs and values have more personal meaning if the member views them as a guide to appropriate behaviour in the organization and, therefore, complies with them assumptions become shared assumptions through internalization among an organization's individual members (Pearce and Robinson, 2004).

Organization culture is shaped by the leaders. This is illustrated by the passion they bring to their role, and their choice and development of young managers and future leaders. Passion, a highly motivated sense of commitment to what you do and want to do, is a force that permeates attitudes throughout an organization and helps them buy into your cultural aspirations (Johnson G et al, 2004). Managing the strategy-culture relationship requires different approaches, depending on the match between the demands of the new strategy and the compatibility of the culture with the strategy. Due to the rising needs of strategic management in every organization, leaders should facilitate a culture that promotes effective strategy formulation and implementation. In case they want to merge two organizations, consideration on the organizations culture is a key issue because it is often viewed as the major obstacle. When such mergers fail, employees point to issues such as identity, communication problems, human resource problems, ego clashes, and inter-group conflicts, as the cause, which all fall under the category of "cultural differences".

The way to combat such difficulties is through cultural leadership. Organizational leaders must also be cultural leaders and help facilitate the change from the two old cultures into the one new culture, (Hofstede, G, 2001). Charles Handy, (2003), has linked organization structure to organization culture. He views culture to include, a power culture which concentrates power among a few. Power culture has a few rules and little bureaucracy. Secondly, a role culture where people have clearly delegated authorities within a highly defined structure. Typically, these organizations form hierarchical bureaucracies. Power derives from a person's position and little scope exists for expert power. In addition, task culture is formed to solve particular problems. Power derives from expertise as long as team requires expertise. Finally, a person culture exists where all individuals believe themselves superior to the organization. Some professional partnerships can operate as person culture, because each partner brings a particular expertise and clientele to the firm.

According to Deal T E et al, (2005), organization culture should be changed to fit the strategy. This can only be done through cultural innovation followed by cultural maintenance. Cultural innovation includes: creating a new culture i.e. recognizing past cultural differences and setting realistic expectations for change. Secondly, it includes changing the culture i.e. weakening and replacing the old cultures. Culture maintenance includes integrating the new culture which is, reconciling the differences between the old cultures and the new one. Also, it includes, embodying the new culture which means establishing affirming and keeping the new culture.

2.4 Organizational Leadership

The process and practice by key executives of guiding and shepherding people in an organization toward a vision over time and developing that organizations future leadership and organization culture is defined as organization leadership. This involves two fronts. The first is in guiding the organization to deal with constant change. This requires Chief Executive Officer's who embrace change, and who do so by clarifying strategic intent, which build their organization and shape their culture to fit with opportunities and challenges change affords. The second front is in providing the management skill to cope with the ramifications of constant change. This means identifying and supplying the organization with operating managers prepared to provide operational leadership and vision as never before. Thus, organizational leadership is guiding and shepherding toward a vision over time and developing that organizations future leadership and organizational culture (Pearce and Robinson, 2007).

Leadership remains one of the most relevant aspects of the organizational context. It is a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task. Leadership is about capacity: the capacity of leaders to listen and observe, to use their expertise as a starting point to encourage dialogue between all levels of decision making, (George J.M. 2000).

The leadership challenge is to galvanize commitment among people within an organization as well as stakeholders outside the organization to embrace change and implement strategies intended to position the organization to succeed in a vastly different future. Three major activities are necessary for leaders to galvanize commitment to embrace change. Clarifying strategic intent- this is a clear sense of where they want to lead the company and what results they expect to achieve. A clear strategic intent can be achieved when a leader clearly and directly communicates a fundamental vision of what the business needs to become. Also, in clarifying strategic intent, the leader must ensure the survival of the enterprise as it pursues a well-articulated vision, and after it reaches the vision. Therefore, performance is a key element of good organizational leadership

According to Andrew F. Sikula, (2002), it has been largely recognized and accepted by practitioners and researchers that leadership is important, and research supports the notion that leaders do contribute to key organizational outcomes. To facilitate successful performance it is important to understand and accurately measure leadership performance. Many distinct conceptualizations are often lumped together under the umbrella of leadership performance, including outcomes such as leader effectiveness, leader advancement and leader emergence. There must be a clearly defined leadership in an organization. An organization that is established as an instrument or means for achieving defined objectives has been referred to as a formal organization. Thus, this organization is expected to behave impersonally in regard to relationships with clients or with its members. Entry and subsequent advancements is by merit or seniority. It is this bureaucratic structure that forms the basis for the appointment of heads or chiefs of administrative subdivisions in the organization and endows them with the authority attached to the position, (George .J.M, 2000).

According to Pearce and Robinson, (2006), leaders spend considerable time shaping and refining their organizational structure and making it function effectively to accomplish strategic intent. Therefore, leaders are the key instruments for change in any organization and so there is need for leadership development. This is the effort made to familiarize future leaders with the skills important to the company and to develop exceptional leaders among the managers that an organization employs. Due to the constant changes in technology, leaders have to be empowered by pushing authority lower in the organization. This will increase effectiveness in strategy implementation.

2.5 Employee Training

According to Andrew F. Sikula (2002), training refers to the acquisition of knowledge, skills and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. Employee training is the important sub system of human resource development. It is a specialized function and is one of the fundamental operative functions for human resources management. It is clear that an organization has to plan on how it will regularly train its employees. This is because no organization can get a candidate who exactly matches with the job and the organization requirements. Bruce (2000) highlights the

needs for employee training. To begin with, employee training is necessary because it helps to match employee specifications with the job requirements and organizational needs. Every management finds deviations between employee's present specifications and the job requirements and organizational needs. Due to technological advances, there is a need for employee trainings. Adoption of latest technological means and methods will not be complete until they are manned by employees possessing skill to operate them. So, organization should train the employees to enrich them in the areas of changing technical skills and knowledge.

Further, due to organizational complexity, there is need for employee training. This is because of the increased mechanization and automation, manufacturing of multiple products and by products or dealing in services of diversified lines and extension of operations to various regions. Trends in approach towards personnel management have changed from the commodity approach to partnership approach. This new trend has triggered the need for employee training more on human relation. Andrew F. Sikula, (2002). Generally, line managers ask the personnel manager to formulate the training policies. The training objectives should be highlighted. To begin with, to prepare the employee both new and old to meet the present as well as the changing requirement of the job and the organization is one of the major training objectives. To prevent obsolescence due to rapid technological changes can be highlighted as an objective of employee training. Further employees need to be imparted with basic knowledge and skills that they need for intelligent performance of definite jobs as well as the need to promote individual and collective morale, a sense of responsibility cooperative attitudes and good relationships. These training objectives will enable organization employees to effectively cope with the changing needs and factors in the external environment, (Bruce H. Charnov, 2000).

According to Andrew F. Sikula (2002), as a result of research in the field of training, a number of programs are available. These programs may either be on the job training or off the job training. Under the method of on-the-job training, the individual is placed on a regular job and taught the skills necessary to perform that job. The trainee learns under the supervision and guidance of a qualified worker or instructor. In contrast, under of-the-job training, the trainee is separated from the job situation and his attention is focused upon learning the material related to his future job performance. Depending on an organizations need, they can adapt a training program that will enable them meet their training objectives. It is also clear that these training needs can be identified on the basis of organizational analysis, job analysis and man analysis. Articles and books that use the term strategic human resource urge human resource professionals to become more active in shaping strategy and more a partner to line management in running the business. This has strategy implementation implications, especially with strategy shifts. When strategies change, organizations have to change, and when organizations have to change, people are making those changes hence the need for employee training. Therefore, employee training will influence the implementation of strategies in any competitive organization, Walker and Reif (1999).

2.6 Employee Rewards

According to Dictionary of Human Resources and Personnel Management (2003), reward can be highlighted as money or other gain from effort. Employee reward system is a program set up by a company to reward performance and motivate employees on individual and/ or group levels. They are normally considered separate from salary but may be monetary in nature or otherwise have a cost to the organization. While previously considered the domain of large companies, corporations have also begun employing them as a tool to lure top employees in a competitive job market as well as to increase employee performance. According to George Strauss et al, (1999), in designing a reward program, a small business owner needs to separate the salary or merit pay system from the reward system. Financial rewards, especially those given on a regular basis such as bonuses and gain sharing should be tied to an employee's or a groups' accomplishments and should be considered "pay at risk" in order to distance them from salary. By doing so, a manager can avoid a sense of entitlement on the part of the employee and ensure that the reward emphasises excellence or achievement rather than basic competency.

To facilitate the creation of a profitable program, every feature must be tailored to the participant's interests. A successful incentive program requires clearly defined rules, suitable rewards, efficient communication strategies, and measurable success metrics. By adapting each element of the program to fit the target audience, organizations are better able to engage program participants and enhance the overall program effectiveness, (Richard I Anderson (2006).

According to Richard I Anderson (2006), employee programs are programs used to increase overall employee performance. These programs are often used to reduce turn over, boost morale and loyalty, improve employee wellness, increase retention and drive daily employee performance. They should be drawn-up on the basis of the organizations strategic goals and should be straightforward and specific so that employees clearly understand the expectations. They should be challenging, yet achievable; if they are viewed as unattainable, the program will be

destined for failure. On success of employee program, a reward has to be given. This reward can either be in form of cash or non cash rewards, (Richard I Anderson (2006)).

The goal in choosing rewards is to select items that will spark the participant's interest or feelings and support the programs objectives. Effective rewards will both motivate short-term behaviour and provide motivation over time. Cash is one type of a reward. Research has shown that it is a poor motivator due to its lack of "trophy value". It is generally perceived to be part of an employee's total compensation package and not as part of an incentive program. Non cash rewards are more often perceived as separate from compensation. They have a high trophy value, bringing greater recognition to the recipient at the time of the award and possessing a long-term lasting effect that can result in increased engagement in the organizational goals, (George Strauss et al, 1999).

The picture of strategy execution is not yet complete because the creation of strategy, objectives, structure and coordinating mechanism is not sufficient to ensure that individuals will adapt their own goals to those of the organization. Some method of obtaining individual and organizational goal congruence is required. Prior decisions and actions can be negated by a lack of commitment among individuals charged with execution. Rewards will motivate or guide performance in this case, (Richard I Anderson, (2006)). Effective organizations have adopted strategic reward management. This is all about the development and implementation of reward strategies and philosophies and guiding principles. Reward strategy is a declaration of intent which expresses what the organization wants to do in the longer term to develop and implement reward policies, practices and processes. Reward strategy provides a sense of purpose and direction. Therefore, reward strategy is a core factor in the discipline of strategic management process. Reward strategies should be integrated with other strategy which is what we call horizontal linkage but it must also be linked with the corporate strategy which is called vertical linkage (George Strauss et al, 1999).

3. RESEARCH METHODOLOGY

3.1 Research Design

The researcher used survey research design because it encompasses any measurement procedures that involve asking questions to respondents. Survey research involves data collections that employ both interviewing and sampling to produce quantitative data sets, amenable to computer- based analysis. C Kothari (2004) points out survey research as one of the best research designs in social and behavioral research. Further, he proposes it to be the best as it usually has larger samples because the percentage of responses generally happens to be low, as low as 20% to 30% and so survey method gathers data from a relatively large number of cases at a particular time. Due to limitation of cost and time, the researcher chose to use the survey research design.

3.2 Target Population

The target population was the 22 employees of Save the Children-Canada, 24 employees of Ripples International, 20 employees of Food for the Hungry and 28 employees of Compassion International. Therefore a total number of 94 employees were targeted.

3.3 Sampling Design

Stratified sampling was employed to increase the accuracy of the results. The employees in each organization were considered as strata in itself, and then a random sample was selected in each organization (strata). According to Kothari (2004), simple random sampling gives each employee in the population an equal probability of getting into the sample. According to Mugenda and Mugenda, (1999), a sample of 30% is a good representative of the whole population. Therefore, the researcher selected a sample of 40% from each organization or strata. This is illustrated in the table below:

Table 3.1: Sampling table

Organization (Strata)	Population	Sample
Save the children- Canada	22	9
Ripples International	24	10
Food for the Hungry	20	8
Compassion International	28	11
Total	94	38

Therefore, a total number of 38 employees were sampled so as to get the information required.

3.4 Data Collection instruments and method

The researcher used a questionnaire, which had both open-ended and closed-ended questions. The questionnaire had both open-ended questions to allow the open views of the respondents and closed-ended questions to ensure

that the respondents were giving answers that were relevant to the objectives of the study. The questionnaires were hand dropped and picked later for analysis

3.5 Data Analysis

Data collected was both quantitative and qualitative Descriptive statistics such as mean, mode and median were used to analyze the quantitative data. With the descriptive statistics it is possible to develop certain indices from the raw data, Kothari (2004). Content analysis was used to analyze qualitative data. This is because it is an effective method in analyzing contents of documentary materials such as books, newspapers and contents of all other verbal materials which can be either spoken or printed (Kothari, 2004).

4. FINDINGS

Majority (63.2%) of the employees had worked for their current organisations for less than three years. This is quite a short period of time to have mastered all the operations of the NGO. Majority (55.3%) of the respondents were males while 44.7% were females. Males seem to dominate the positions with 55.3% of the employees being males. This indicates that generally there were gender-based biases in allocation of employment opportunities in NGOs in Imenti North District. Majority (57.9%) of the respondents were married while 42.1% were single. Majority (84.2%) of the respondents believe that the structure of the organization affects strategy implementation while 15.8% do not believe that. Respondents felt that the organisation hierarchy had to a small extent (WA=2.53) influenced the implementation of the NGOs' strategic plans. Similarly, organisation structure had also to a small extent (WA=2.74) influenced the implementation of strategies in the NGOs. It was also established that, organizations' chain of command and organisation span of control both had to some extent (WA=3.0) influenced the implementation of strategic plans of NGOs in Imenti North District This study therefore supports the idea that strategies may be more successful when supported with structure consistent with the new strategic direction. NGO employees felt that departmentalisation will to some extent (WA=3.58) help in improving the implementation of strategies. Also employees felt that decentralization of power was another organization structure change that to some extent (WA=3.37) would help in improving the implementation of strategies in the NGOs. Employees were also for the opinion that increasing both formal and informal relation will to some extent (WA=3.18 and WA=3.03 respectively) improve implementation of strategies. It was also noted that, employees believed that centralization to some extent (WA=3.45) will improve strategy implementation.

Majority (68.4%) of the employees were for the opinion that cultural background affects strategy implementation while 31.6% of the respondents did not believe this was so. In the same line, attitudes and beliefs have to some extent (WA=3.00 and WA=3.11 respectively) had an effect on implementation of strategies. Further, employees felt that norms and values had to a small extent affected the implementation of strategic plans in NGOs Imenti North District. Ethnic background (WA=3.37), gender roles dictated by the society (WA=3.26) and customs and norms (WA=3.26) were regarded to have to some extent influenced the implementation of strategic plans of NGOs in Imenti North District. Also religion (WA=3.32) and education levels (WA=3.63) had to some extent influenced the implementation of strategies.

Majority (50%) of the respondents rate the effectiveness of leadership of their organisation as fair, 36.8% rate it as good while 7.9% rate it as excellent. It was established that leaders' ethnic background had to a small extent (WA=2.89) influenced the implementation of strategic plans. It was further observed that level of education of leaders had to some extent (WA=3.45) affected the implementation of strategies. Leaders with higher education and those who have been trained in or studied strategic planning and implementation are more likely to meet the performance targets set for the organisation. Employees also indicated that size of organisation (WA=3.26), age group of leaders (WA=3.34) and influential capacity had to some extent influenced the implementation of strategies in NGOs operating within Imenti North District. Increasing compensation to leaders comes through the top at 31.6%. This is followed by training of leaders and change of leadership styles each at 23.7%. Recruiting new leaders comes in at 21.1% as the most effective strategy of improving leadership of NGOs in Imenti North District.

Majority (78.9%) of the organizations conduct trainings for their employees while 21.1% do not. Even though it was claimed that trainings are done, it was established that the majority (59.4%) of the organizations that train their employees do it only once a year. This can be considered inadequate and could consequently affect the implementation of strategic plans. Increased knowledge and increased chances of promotion were rated by employees to have had to some extent (WA=3.24 and WA=3.39 respectively) affected the implementation of strategies. Also other training advantages like understanding of hierarchy influence (WA=3.05), team work (WA=3.24) and prevention of obsolescence (WA=3.16) had to some extent influenced the implementation of

strategies in NGOs operating in Imenti North District. At 52.6% giving allowances is the most effective strategy for improving quality of trainings.

Rewards had a great effect on implementation of strategies in NGOs. Majority (84.2%) of the respondents felt that rewards affected the implementation of strategies as opposed to the minority (15.8%) who felt the rewards did not affect implementation of strategies. Gifts were considered by employees to have to some extent ($WA=3.84$) influenced strategy implementation. Bonus and salaries were also considered by employees to have to some extent ($WA=3.53$ and $WA=3.61$ respectively) influenced strategy implementation. It was established that fringe benefits affected the implementation of plans to a small extent ($WA=2.58$).

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

Strategic plan implementation is a critical process facing most senior management now and into the foreseeable future. It is a long-term challenge. Organizations always have significant help through literature and consultants in determining how to go about strategic planning. However, the same organisations have little assistance with understanding implementation. One plausible explanation for this lack of implementation assistance is that successful implementation is inextricably linked to various different factors like the culture of the organisation, structure of the organisation, organisation leadership among others. This study reveal that organisation structure, organization culture, organisation leadership and employee training and reward system have all to some extent affected the implementation of strategic plans of NGOs operation in Imenti North District.

5.2 Recommendations

Based on study findings, in organizational structure issues, the study proposes the following recommendations:

- i). NGOs in the district, should creating appropriate structure for steady and continuous relation with customers
- ii). NGOs should initiate flexibility of organizational structure creating self-managed expert teams and creating various paths of communication in organization (horizontal, vertical)
- iii). NGOs should adopt decentralization of decision making at top levels of organization

Considering the above information, preferences and attentions of response-makers are focused on customer-based structure which is both coherent in construction and flexible for noticing on customer's desires. And so considering employees opinions about customers issues is required. Meanwhile, creating an independent department for strategic planning and a space of creativity and team working are essential and recommended.

Based on study findings, in organizational culture issues, the study proposes the following recommendations:

- i). NGOs should create encouraging characteristics like organization commitment, self-management, self-commitment and socialization of staff
- ii). NGOs should be encouraged to create common belief concerning organizational goals to foster a collaborative environment for people in organization and culture of team and group working

Based on study findings, in organization leadership issues, the study proposes the following recommendations:

- i). NGOs leadership should be emphasise on encouraging and justifying subordinates to perform commands
- ii). Leadership should always consider subordinates' opinions and their participation in decision making

Based on study findings, in training and reward issues, the study proposes the following recommendations:

- i). A systematic regular training program in relation with strategic goals for staff
- ii). A system of remuneration – punishment and promotions for staff
- iii). An explicit and efficient wage system and payments
- iv). A organized recruiting and staffing system
- v). A precise system of evaluating performance
- vi). A planned job description for all occupational titles in organization

5.3 Areas of further research

Strategy implementation involves many theories including agency theory, organization theory, social system theory, social learning theory, expectancy theory. Future research on strategy implementation could move beyond these approaches and consider the use of communication theory, innovation diffusion theory, actor network theory, or the strategy as practice paradigm, to name but a few of the possible alternative paradigms for the study of implementation processes (not to mention their careful combinations). Similarly, there is a trend in implementation research to combine different research methods (such as interviews and surveys) together in

order to achieve more robust results. Effective combinations of different research methods (such as experiments and field observations) could provide more triangulated results on this complex issue.

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