

Factors Influencing Implementation of Strategic Plans in Non-Governmental Organizations in Trans-Nzoia County

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Abstract: This study sought to determine the factors influencing implementation of strategic plans in Non-Governmental Organizations in Trans-Nzoia County. The specific objectives of the study were to; to investigate the influence of organizational leadership on strategic plans implementation in NGOs in Trans-Nzoia County; to establish the influence of organizational structure adopted by NGOs in Trans-Nzoia County on strategic plans implementation; to determine the effect of resource allocation on implementation of strategic plans in NGOs in Trans-Nzoia County. The researcher used descriptive research design to determine factors influencing implementation of strategic plans in NGOs in Trans-Nzoia County. The target population was 80 employees of 8 registered NGOs operating in Trans-Nzoia County. Top level managers, middle level managers and lower level employees were the respondents. Out of the 80 respondents 77 filled and returned the questionnaires. Primary data was collected using structured questionnaires. The data collected was analysed using simple descriptive statistics including percentages, and frequencies. On regression results, R squared was 0.755 hence there was variation of 75.5% on strategy implementation due to organizational leadership, organizational structure, and resource allocation at 95% confidence interval. The study established that organizational leadership, resource allocation and organizational structure significantly influence implementation of strategic plans in NGOs in Trans-Nzoia County. P-Values were organizational leadership, 0.000, resource allocation, 0.001 and organizational structure, 0.027. All these p-values were less than 0.05 hence significant. The study found that there was no adequate flow of information and communication; pet projects by top managers receive more resources; employees were not involved in decision making and employees were not given feedback. Due to the above finds the recommendations are: adjustment of organizational structures to allow free flow of information and communication; resource allocation to be geared towards the organization's vision; and leadership to adopt leadership styles and practices that encourage employee participation. Also, the leadership should appraise employees regularly with an aim of giving feedback so as to improve their performance.

Keywords: Organizational Leadership, Organization Structure, Resource Allocation, Strategy, Strategic Plans, Strategic Plans Implementation.

I. INTRODUCTION

Strategic planning is a management tool that has been celebrated internationally as effective in improving organizational performance. Strategic planning is important to any organizational work performance since it defines the organization's success or failure (Bryson, 2004). A strategy is a plan that is envisioned to realize a particular purpose. It is a disciplined effort to produce important decisions and actions that outline and guide what an organization is, what it does and how it does it with an attention on the future.

Wernham (2004) observes that in strategic planning, resources such as people, skills, facilities and money to execute the strategy must be sufficient. A number of organizations today are focusing on becoming more competitive by launching competitive strategies. Therefore, they need to craft workable strategies.

In Kenya, the demand for quality services even from civil societies continues to grow as citizens' expectations about the quality and value of those services rise. For instance, the government of Kenya has raised the bar when it comes to reporting of civil societies' activities to ensure the targeted results are achieved.

1.1 Problem Statement:

Strategic Management involves three basic stages: Strategy formulation, implementation and evaluation. The three stages are all important for an organization's performance. Therefore, an organization can only claim to be strategic, if and only if the three stages are undertaken correctly and accordingly. McNamara (2008) observes that a recurrent complaint concerning the strategic planning process is that it comes up with a document that ends up collecting dust on a shelf-organizations do not use the information in the document to achieve the outlined goals.

There is evidence of gaps in the implementation of strategic plans within Kenyan NGOs. In its 5th Corporate Plan, the National Council of Churches of Kenya (NCCCK, 2009) noted that implementation of strategy was ineffective. In a similar move, the Young Women's Christian Association of Kenya (YWCA) realized there was a huge carry-over of plans, implying challenges in implementation (YWCA, 2008). Past local studies concurred that good strategies have been written but a good number have not been implemented (Ateng, 2007; Koske, 2003; Lumiti, 2007; Obare, 2006).

NGOs in Trans-Nzoia County have good plans that if implemented, would improve the social, economic and political context in Trans-Nzoia County. However, due to lack of implementation of strategic plans to entirety, the NGOs have been ineffective and inefficient and some of the works have been unsustainable. Although past studies give a good insight about strategy implementation, the studies do not conclusively explain what factors influence implementation of strategic plans. Also, no research has been done on the same in NGOs in Tran-Nzoia County. Therefore, this study sought to determine factors influencing the implementation of strategic plans in Non-Governmental Organizations in Trans-Nzoia County.

1.2 Research Objectives:

1.2.1 General Objective:

The objective of the study is to determine factors influencing implementation of strategic plans in NGOs in Trans-Nzoia County

1.2.2 Specific Objectives:

- i. To investigate the influence of organizational leadership on strategic plan implementation in NGOs in Trans-Nzoia County.
- ii. To establish the influence of organizational structure adopted by NGOs in Trans-Nzoia County on strategic plans implementation.
- iii. To determine the influence of resource allocation on implementation of strategic plans in NGOs in Trans-Nzoia County.

1.3 Research Hypotheses:

- i. H_0 : There is no significant influence of organizational leadership on strategic plans implementation in NGOs in Trans-Nzoia County.

H_1 : There is a significant influence of organizational leadership on strategic plan implementation in NGOs in Trans-Nzoia County.

- ii. H_0 : There is no significant influence of organizational structure adopted by NGOs in Trans-Nzoia County on implementation of strategic plans.

H₁: There is a significant influence of organizational structure adopted by NGOs in Trans-Nzoia County on implementation of strategic plans.

iii. **H₀:** There is no significant influence of resource allocation on implementation of strategic plans in NGOs in Trans-Nzoia County.

H₁: There is a significant influence of resource allocation on implementation of strategic plans in NGOs in Trans-Nzoia County.

1.4 Justification of the Study:

This study is anticipated to be of paramount significance to a number of both internal and external information users who include NGO managers, strategy executors, government agencies and funding partners. The managers and strategy executors will benefit from popular views and opinions on their commitment and approaches to implementing strategic plans, while the external government agencies such as Vision 2030 Secretariat will easily access pre-requisite information for respective decision making. The funding agencies on the other hand will be enabled to determine the efficiency with which their inputs will be converted into outputs. Finally, the study's findings will set to induce a renewed dimension of service delivery by the NGOs to beneficiaries.

2. LITERATURE REVIEW

This study is grounded on resource-based view theory, systems theory and Lewin's leadership theory.

2.1 Resource-based view theory:

The resource-based view theory has gone through a rapid diffusion throughout sufficient strategic management literature (Priem & Butler, 2001). A firm's objective must be to attain competitive advantage over the competitors. A firm derives this competitive advantage from valuable resources that are inimitable. According to Barney (2006) resources can be categorized into three: physical resources such as equipment and plant; human capital resources for instance, relationships, training and experience; lastly, organizational capital resources, such as, informal/formal planning and control and reporting structure.

The resource based view supporters argue that the resources of the organization should be considered as the foundation of the strategy (Boxall & Steenveld, 2009). The success and rapid growth of many organizations have largely been attributed to effective strategic management which focuses on strategic planning capabilities and company planning practices. Thompson, Strickland and Gamble (2007) observes that the formulation of a strategy is the prerogative of top management. It is also a rational exercise, which involves objective analysis of a firm's resources and external environment where the firm operates.

The foundation of resource-based view is thriving firms will discover their potential competitiveness in the developing of distinct and unique capabilities, which can be either implicit or intangible. The success of many organizations has mainly been credited to effective strategic management which focuses on strategic planning capabilities and company planning practices (Conner, 2005).

2.2 Systems Theory:

Systems theory provides a framework within which phenome can be holistically investigated. It is also an interdisciplinary theory which applies to almost every system in that exists (Capra, 2005). Ludwig von Bertalanffy developed the system theory. According to him, a system is a set of entities or objects which interrelate with each other to produce a whole. The theory concerns itself with relationships or problems, of inter-dependence and structures, rather than with unchangeable characteristics of an object.

An organization is viewed as a social system comprising of individuals who are constantly cooperating in the confides of a formal framework, getting resources, finance, and people from their immediate environment and returning the products or services they produce into the same environment. The theory advocates for managers to focus the collectively role that each section of the organization plays rather than dealing with each section separately (Hannagan, 2002). An organization is viewed as part of a bigger system hence does not exist on its own. It further looks at the system cooperation as a whole (Koontz, 2001).

The system theory stresses integrity and unity of the organization focusing on the collaboration between its constituent parts and the interface with the environment. Therefore, organizations must be considered as a whole taking into account the interrelationships that exist among its components and its interaction with the outside environment. Since Non-governmental organizations are open systems they are affected by external influences in the cause of achieving their strategic objectives (Koontz, 2001).

2.3 Lewin's leadership Theory:

The theory was developed by Kurt Lewin. Lewin's theory is a typical study of leadership that has three categorizations: democratic, autocratic, and lastly, laissez-faire (Lewin, Lippit & White, 2009). The Autocratic leadership holds tight to control over the organization and all decisions are made by the leader, the democratic leadership typically in organization encompasses group participation and majority rule. A laissez-faire leader uses a hands-off approach to leadership. He or she is isolated and passive, uninvolved and withdrawn, unconcerned and inactive, and abdicating. An organization using democratic leadership is more effective for group performance than the other two styles. The theory emphasized the impact of the leader's behaviour, as well as the value of group participation and grew to favour the democratic style of leadership (Lewin, Lippit & White, 2009). An organization has to be run by a process of voluntary and responsible participation.

The democratic leader does not impose his goals on the group as does the autocratic leader the policy determination in democracy is done by the group as a whole. The theory emphasis on consultative, participative, relations oriented and shared power (Lewin, Lippit & White, 2009).

2.4 CONCEPTUAL FRAMEWORK:

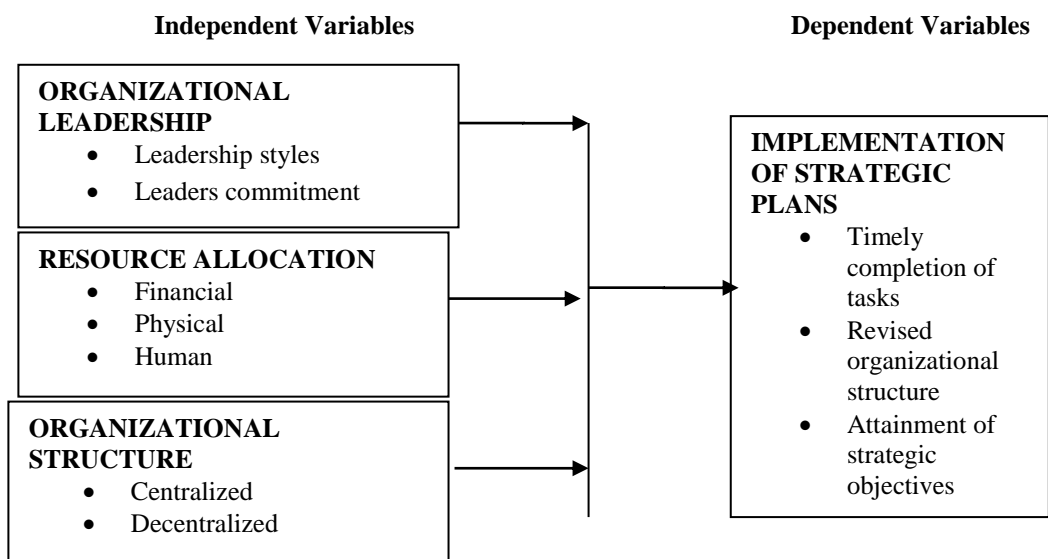


Figure 2.1 Conceptual Framework

2.5 ORGANIZATION LEADERSHIP:

The top management, goodwill and ownership drive the effective of implementation of strategy. Organization should have the top management be committed to the strategic direction the firm is taking. In addition, the senior managers should abandon the notion that the lower level managers have the same perception of strategy and its underlying rationale and urgency. They must not spare any effort in persuading the other employees in adoption of their ideas Grundy (2004), Strategic leadership should ensure that values and culture within an organization are appropriate for satisfying key success factors. This should lead to environmental-value-resources (E-V-R) congruence. However, leadership is not always fully involved in the strategy implementation because of the many activities involved which have been delegated. Limited leadership involvement could inhibit the success of strategic management in an organization. They must also lead their people in building a consensus on how to proceed with the various initiatives included in the strategy being implemented.

In strategy implementation leaders must also secure the commitment and cooperation of all concerned parties to get all the implementation pieces in place. The management of the organization provides direction to workers as they pursue a

common mission in implementing strategies (Chapman, 2004). Leadership contain has different types of styles which include: democratic style of management which contribute to team work and minimal resistance to change within the organization. Autocratic style in organization promotes change resistance among employee and hinders creativity and innovation in the organization, thus makes Management to adopt top down communication approaches and do not delegate their responsibilities due to fear and unclear policies of employee development (Mcnamara, 2008).

Successful strategic plan implementation requires a large commitment from executives and senior managers. Therefore, planning requirement which may be done even at departmental levels requires executive support. Executives must lead, support, follow-up and live the results of strategic planning implementation process. Organization without commitment of senior executives, participants feels fooled and misleads (Cummings & Worley, 2005). The complements of claims that the commitment to the strategic direction is a prerequisite for strategy implementation, so top managers have to show their dedication to the effort. To implement strategy successfully, senior executives must not assume that lower level managers have the same perceptions of the strategic plan and its implementation, its underlying rationale, and its urgency. Instead, they must assume they don't, so executives must persuade employees of the validity of their ideas (Rap, 2004).

2.6 Organization structure:

Successful strategy implementation depends to a large extent on the organizations structure because it is the structure that identifies key activities within the organization and the manner in which they will be coordinated to achieve the strategy formulated. Centralized organizational structures rely on one individual to make decisions and provide direction for the company. Small businesses often use this structure since the owner is responsible for the company's business operations. Decentralized organizational structures often have several individuals responsible for making business decisions and running the business. Decentralized organizations rely on a team environment at different levels in the business. Individuals at each level in the business may have some autonomy to make business decisions (Pearce & Robinson, 2002).

Centralized organizations can be extremely efficient regarding business decisions. Business owners typically develop the company's mission and vision, and set objectives for managers and employees to follow when achieving these goals. Decentralized organizations utilize individuals with a variety of expertise and knowledge for running various business operations. A broad-based management team helps to ensure the company has knowledgeable directors or managers to handle various types of business situations (Pearce & Robinson, 2002).

McCarthy and Leavy (2009) observe that creating organizational structure and attendance behaviour change is a formidable challenge to many organizations. Strategy may fail in practice if the design of the organization context is inappropriate for effective implementation and control of the strategy. A study conducted by World Bank (2000) on centralized structure as the basis for effective service delivery and public accountability in development; it was found that the quality of any structure program was directly related to the quality of the personnel undertaking the planning process. The study established that lack of considering the quality and quantity of staff needed to plan in the civil service often led to incompetence and ineffective structural changes. A study carried out by Ngulube and Tafor (2006) on impact of management of records in the public sector in Africa found that structure in organizations in developing countries was significant in effective management of the sector. Organizational structure leads to efficiency in operation. However, the researchers observed that mechanistic structure in most public sectors in developing countries contributed poor implementation of changes and performance of most public institutions.

2.7 Resource Allocation:

Most organizations have at least four types of resources that can be used to achieve desired objectives they include financial resources, physical resources, human resources and technological resources. Strategic management allows proper allocation of resources depending on the long term objectives to be achieved. However, this may be inhibited by several factors like overprotection of resources, too much emphasis on short-term financial plans, organizational politics, vague strategies, reluctance to take risks and lack of sufficient knowledge (Thompson, Strickland & Gamble, 2007).

Organizations facing resource insufficiency is another common issue which should be managed well through proper resource allocation. Organizations experiencing changes in the business environment make a large part of their resource base redundant and that unless they are able to dispose of those redundant resources, they may be unable to free sufficient

funds to invest in the new resources required and their cost base may also be too expensive (Siano, 2010). The resource distribution contributes a lot to the strategy implementation, however if not matching with structure of the organization then definitely there is a failure in performances. Therefore, organizations have capital resources which assist in the development of organizations' image; they include the organizational culture, organizational policies and organization structure.

Organization resource allocation acts as a central management activity that allows for strategy execution. Strategic management enables resources to be allocated according to priorities established by annual objectives. Effective resource allocation calls for unique, creative skills including leadership, precision, attention to detail, breaking down complexity into digestible tasks and activities and communicating in clear and concise ways throughout the organization and to all its stakeholders. Successful strategy implementation is due to the design, development, acquisition, and implementation of resources that provide what is needed to give effect to the institution's new strategies. Therefore, an organization needs to have sufficient funds and enough time to support the implementation process (Siano, 2010).

In his study "An analysis of organizational learning process in donor agencies in Nairobi," Amulyoto (2004) observes that this has led to sometimes wastages in resource usage especially in relief organizations during food distribution for long term plans. The need to recognize shortage of resources and the objective to develop both the existing and expected new resources is critical in compelling leaders and managers to motivate the organization towards effective strategic plan implementation.

2.8 Strategic plan Implementation:

Strategic plan implementation is the final and most important process of strategic management process (Macmillan and Tampoe, 2000). It is the process where management converts the chosen strategy into actions, translating it into results. The act of effecting strategy and moving the organization to the direction of the chosen path demands specific administrative skills. It is because implementation process is basically an internal administrative activity as opposed to formulation. Successful strategy implementation is best achieved when those responsible for implementation are included during the formulation process, unfortunately most managers know more about developing strategy than they do about implementation. Pearce and Robinson (2009) argue that, to ensure a successful strategy implementation, the strategy must be translated into carefully implementable actions.

Elements that require consideration during the implementation process include setting annual objectives, developing budgets, installing policies and procedures, resource allocation, conflict management, organizational structure, managing resistance to change, and creating organizational culture. Successful strategy implementation will yield the following benefits to an organization: proper utilization of resources both financial and human and thus enhance organizational growth, development of efficient systems that will enhance coordination and in turn guarantee achievement of organizations goal and set targets. The organization will gain clear focus and direction in its growth path (Pearce & Robinson, 2009).

Aosa (2008) observed that managerial involvement had little impact on strategy implementation among local companies but significant among foreign companies. Although strategic plan implementation is perceived to be associated with good firm performance, the organizational leadership could influence the attainment of anticipated results.

3. RESEARCH METHODOLOGY

The research design adopted is descriptive research design. The target population of the study was 8 registered operating NGOs in Trans-Nzoia County. Top level managers, middle level managers and lower level employees were our respondents in the study. Since the population is less than 100, the study used census.

Table 3.1 Sample size

Position	Population Size
Top Level Managers	17
Middle Level managers	19
Lower Level employees	44
Total	80

Questionnaires were used in data collection. The questionnaire had both open and closed ended questions designed to elicit specific responses for qualitative and quantitative analysis. The questionnaire was pre-tested to ensure validity and reliability. Experts' opinion was sought to ensure validity. Research supervisors and lecturers reviewed each item in the questionnaire. Cronbach's Alpha was used to test reliability. The questionnaire was distributed to two NGOs in Trans-Nzoia County, first then revisions made based on the feedback to ensure consistence and quality prior to final distribution.

Data was analysed using statistical package for social sciences based (SPSS version 19) on the questionnaires. In particular, percentages and frequency distribution were used to summarize the responses and show the magnitude of similarities and differences. Results were presented in tables and charts. The Likert scale was used to analyse the frequencies. Inferential statistics such as regression analysis were used to test the relationship between the variables of the study.

4. RESEARCH FINDINGS AND DISCUSSION

4.1 Response Rate:

Out of the 80 questionnaires issued 77 were filled out and returned. The response rate was 96.25%.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top level manager	16	20.8	20.8	20.8
	Middle level manager	18	23.4	23.4	44.2
	Lower level employee	43	55.8	55.8	100.0
	Total	77	100.0	100.0	

4.2 Reliability test:

The questionnaire tool returned a highly acceptable score of 0.796. A Cronbach's alpha coefficient of over 0.7 qualifies a tool as reliable (Nachmias & Nachmias, 2006; Newman, 2000). The questionnaire was therefore used as the data collection tool for this study.

TABLE 4.2: TEST OF RELIABILITY

Reliability Statistics	
Cronbach's Alpha	N of Items
.796	3

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
organizational leadership	6.4416	2.118	.893	.550
resource allocation	6.1169	3.019	.715	.534
organizational structure	6.5195	2.148	.751	.596

4.3 Qualitative data:

The results show that 40.3% of the respondents have worked in the NGOs for years between 6 and 10, 36.4% for over 10 years; 13.0% between 1 and 5 years and 10.4% less than a year. On level of education, majority of the respondents 35 had attained graduate level, 15 had attained undergraduate, 11 had attained master's level, 12 diploma level and 4 other qualifications. On staff position, 55.8% of the respondents were lower level employee, 23.4% of the respondents were middle level managers and 20.8% of the respondents were top level manager. On number of employees, 51.9% of the NGOs have between 50-99 employees 28.6% of the NGOs have over 100 employees and 19.5% of the NGOs have less than 50 employees.

4.4 Quantitative data:

4.4.1 Organization Leadership:

Majority of the respondents at 53.2% strongly agree that the leaders have the ability to lead the organizations to achieve the objectives. Majority of the respondents at 45.5% strongly agree that the leaders have the vision for the organization and can lead the employee to achieving this vision. 49.4% disagree that they are engaged in decision making. 39.0%, who are the majority, agree that there is strategic consensus among leaders. 40.3%, who are the majority, agree that the leadership empowers employees. 53.2%, disagree that they receive feedback form their leaders. Feedback is crucial in aligning the employees' performance to the organizations goals (Mcnamara, 2008).

Table 4.3: Organizational Leadership

	SA	A	N	D	SD
Leaders are able to develop strategy	53.2%	22.1%	15.6%	7.8%	1.3%
Leaders are visionaries, champions	45.5%	19.5%	14.3%	13.0%	7.8%
I am engaged in decision making	23.4%	14.3%	1.3%	49.4%	11.6%
Strategic consensus among leaders	20.8%	39.0%	23.4%	14.3%	2.6%
Leadership empowers employees	14.3%	40.3%	24.7%	16.9%	3.9%
Leaders give feedback	15.6%	22.1%	1.3%	53.2%	7.8%

4.4.2: Resource allocation:

Majority at 45.5% agree that the organization has the commitment to provide financial resources to support the implementation of strategic objectives. 40.3% agree that the allocation of resources is aligned with the corporate strategy of the organization. Majority at 33.7% agree that the that top managers who dominate in strategy formulation tend to affect resource allocation. Their preference attracts more resources for their pet project. This could lead to insufficient resources to attain the strategic objectives (Thompson, Strickland & Gamble, 2007). 39.0%, who are the majority, agree that there are sufficient resources in the organizations to implement the strategic plans. The majority, 53.2% are neutral on whether the allocation of resources is oriented to the organization's strategic objectives. The leadership has the responsibility to inspire confidence in the employees on their commitment to allocate resources so as to achieve the strategic objectives (Thompson, Strickland & Gamble, 2007). Majority at 37.7% disagree. This is an indication that top management need to improve on resource allocation.

Table 4.4 Resource allocation

	SA	A	N	D	SD
Organization commitment	16.9%	45.5%	24.7%	13.0%	0%
Alignment with corporate strategy	14.3%	40.3%	24.7%	16.9%	3.9%
Top managers' dominance	7.3%	33.9%	13.0%	22.1%	3.9%
Sufficient resources available	20.8%	39.0%	23.4%	14.3%	2.6%
Orientation to strategic objectives	29.9%	10.4%	53.2%	5.2%	1.3%
Proportional resource allocation	7.8%	16.9%	20.8%	37.7%	16.9%

4.4.3 Organizational structure:

Majority at 40.2% agree that the current structure supports implementation of strategic plans. 37.7% agree that lines of authority are well-defined but the organizations still need to improve so that every employee knows exactly who to report to. The majority 36.4% agree that there are elaborate job descriptions. 39.0%, who are the majority, disagree that the organizations have decentralized structure. 45.5% disagree that there is adequate information flow and a further 39.0% strongly disagree. The organizations therefore need to improve flow of information within the organizations. Majority of the respondents, at 37.7% disagree that the structure encourages independent decisions.

TABLE 4.5 ORGANIZATIONAL STRUCTURE

	SA	A	N	D	SD
Structure supports implementation	26.0%	40.2%	20.8%	13.0%	0%
Lines of authority well-defined	2.1%	37.7%	27.3%	11.7%	1.3%
Elaborate Job descriptions	16.9%	36.4%	29.9%	13.0%	3.9%
Decentralized structure	20.8%	14.3%	2.6%	39.0%	23.4%
Adequate flow of information	9.1%	5.2%	1.3%	45.5%	39.0%
Independent decision encouraged	7.8%	16.9%	27.3%	37.7%	10.3%

4.4.4 Strategic Plans Implementation:

The majority at 80.5% strongly agree that strategic plans can be measured by strategic leadership and direction provided by departmental managers. 53.2% agree strategic plans can be measured by involvement of employees in key decisions by top managers. 55.8% agree that strategic plans can be measured by revised organizational structure to improve strategic plans implementation. The majority, 71.4%, strongly agree that strategic plans can be measured by appropriate resource allocation. The majority, 40.3%, agree that strategic plans can be measured by timely completion of tasks. Majority, 53.2%, agree that strategic plans can be measured by attainment of organization's strategic objectives.

Table 4.6: Strategic Plans Implementation

	SA	A	N	D	SD
Strategic leadership	80.5%	9.10%	9.10%	1.3%	0%
Involvement of employees	29.9%	53.2%	10.4%	5.2%	1.3%
Revised organizational structure	18.2%	55.8%	15.6%	7.8%	2.6%
Appropriate resource allocation	71.4%	11.7%	10.4%	5.2%	1.3%
Timely completion of tasks	14.3%	40.3%	24.7%	16.9%	3.9%
Attainment of strategic objectives	29.9%	53.2%	10.4%	5.2%	1.3%

4.5 Regression Analysis:

TABLE 4.7 MODEL SUMMARY										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.893 ^a	.755	.620	0.828	.725	4.449	3	73	.006	

a. Predictors: (Constant), organizational leadership, resource allocation, organizational structure.

The model summary shows that R squared = 0.755 implying that 75.5% of the variations in dependent variable are explained by the independent variables. The results therefore indicate that organizational leadership, resource allocation and organizational structure significantly affect implementation of strategic plans in NGOs in Trans-Nzoia County.

4.6 Relationship between the variables:

Table 4.8 Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.977	.546		5.819	.000	2.089	4.265
	organizational leadership	1.029	.283	.510	2.226	.000	1.193	.066
	resource allocation	1.006	.154	.105	.884	.001	.443	.171
	organizational structure	.523	.272	.762	3.398	.027	.382	1.464

a. Dependent Variable: Implementation of strategic plans in NGOs in Trans-Nzoia County

$$Y = 0.977 + 1.029X_1 + 1.006X_2 + 0.523X_3$$

Whereby Y is implementation of strategic plans in non-governmental organizations in Trans-Nzoia County.

X1 is organization leadership

X2 is resource allocation

X3 is organizational structure

The model illustrates that when all variables are held at zero (constant) the value of Y (strategic plan implementation in NGOs in Trans-Nzoia County) would be 0.977. However, holding other factors constant, a unit increase in leadership would lead to a 1.029 increase in implementation of strategic plan in NGOs in Trans-Nzoia County, a unit increase in resource allocation would lead to 1.006 increase and finally a unit increase in organizational structure would lead to 0.523 increase in implementation of strategic plans in NGOs in Trans-Nzoia County. This infers that organizational leadership contributed more to the implementation of strategic plans followed by resource allocation.

The model shows that the independent variables are significant at 0.05% significance level. Organizational leadership $P = (0.000)$, resource allocation $P = (0.001)$ and Organizational Structure $P = (0.027)$. Whenever $p \leq 0.05$ the results are statistically significant. Therefore, independent variable (organizational leadership, resource allocation and organizational structure) significantly influence implementation of strategic plans in NGOs in Trans-Nzoia County.

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of the findings:

5.1.1 Influence of organizational leadership on strategic plans implementation in NGOs in Trans-Nzoia County.

The study established that the leaders in the NGOs are able to develop strategy, create mission, and motivate people to achieve objectives and are visionaries, champions and role models in strategic plans implementation. There is also strategic consensus among leadership on strategy intent and strategy implementation. 54.6% feel leadership empowers them to make vision happen despite obstacles. Grundy (2004) stated that management, goodwill and ownership drive the effectiveness of implementation of strategic plans. Therefore, NGOs should have a management which is committed to the strategic direction of the firm. The study further revealed that NGO leadership need to improve on engaging employees in decision making and giving employees feedback since 61% of the respondents feel that they are not involved in decision making and also 61.0% feel that they are not given feedback. Another finding is that Organizational Leadership $P = (0.000)$ which is less than 0.05.

5.1.2 Influence of organizational structure adopted by NGOs in Trans-Nzoia County on strategic plans implementation.

The study found that majority of the respondents feel that there is no adequate flow of information and communication; 66.35% believe that the current structure of the organization supports implementation of strategic objectives. 62.4% feel the organizational structure is not decentralized. 59.8% believe lines of authority are well defined. And 53.3% feel that NGOs have elaborate job descriptions. According to Sackman (2006) the organizational structure facilitate the achievement of the strategic and organizational objectives, coordinates and integrates the tasks executed by all employees in the organization. It is therefore, important for each employee to have the right information at the right time to be able to do their part in achieving the organization's strategic objectives. Another finding is that Organizational Structure $P = (0.027)$ which is less than 0.05.

5.1.3 Influence of resource allocation on implementation of strategic plans in NGOs in Trans-Nzoia County.

The study revealed that 62.4% of the respondents believe that the organization has the commitment to provide resources allocation to support the implementation of strategic objectives. Thompson and Strickland (2005) stated that resource allocation act as a central management activity that allows for strategy execution. 61.2% believe top managers who dominate in strategy formulation tend to affect resource allocation. Their preference attracts more resources for their pet projects. The study also revealed that 59.8% believe NGOs have sufficient resource available (financial, human resources, material and physical resources) to implement the strategic plans. 54.6% do not believe that key priority areas get proportional resource allocation. Another 54.6% believe that the allocation of resources is aligned with the corporate strategy of the organization. 53.2% are not sure whether resource allocation is oriented to achievement of strategic objectives. Another finding is that resource allocation $P = (0.001)$ which is less than 0.05.

5.2 Conclusion:

Strategic plan implementation is a very vital process in the sustainability of the organization. From the findings, it was established that there is a significant influence of organizational leadership on strategic plan implementation in NGOs in

Trans-Nzoia County since it has a p-value of 0.000 which is less than 0.05. Therefore, H_0 is rejected. Also, resource allocation has a p-value of 0.001 which is less than 0.05, therefore H_0 is rejected. Thus, there is a significant influence of resource allocation on implementation of strategic plans in NGOs in Trans-Nzoia County. Similarly, organizational structure has a p-value of 0.027 which is less than 0.05, thus H_0 is rejected. The conclusion is there is a significant influence of organizational structure adopted by NGOs in Trans-Nzoia County on implementation of strategic plans. The leaders in the NGOs are able to develop strategy, create mission, and motivate people to achieve objectives. There are also visionaries, champions and role models. However, the leadership need to work on involving employees in decision making and giving feedback to employees. The respondents feel that the organizational structure does not support flow of information and communication. Similarly, the majority of the respondents feel that top managers' pet projects attract more resources.

5.3 Recommendations:

Organizational leadership should be improved. The leadership should involve employees in decision making and give them feedback. This can be done by adopting a democratic leadership style and practices that encourage employee participation. Also, leadership should appraise employees regularly with an aim of giving feedback so as to improve their performance. Feedback is important both to the giver and the receiver. Feedback can either be on the strengths or weaknesses of the employees thus; it can be used to improve performance or motivate. There should be adjustment of organizational structures to allow free flow of information and communication. A decentralized organizational structure can be beneficial especially for large organizations. A decentralized structure utilizes people with a variety of expertise on running various categories of business operations. This ensures the organization can improve on the quality of decisions made. Independent decisions from employees should be encouraged. Resource allocation should be geared towards the organization's vision. An oversight committee which ensures resource allocation is in line with the organization's vision can be set up. Priorities should be set and resource allocated according to such priorities. Utilization of the resources should be strategic so that eventually, the organizations' strategic objectives can be achieved.

5.4 Suggestion for Further Research:

The study focused on factors influencing implementation of strategic plans in NGOs in Trans-Nzoia County. Similar studies should be done on other sectors in Kenya. By so doing, more light will be shed on the factors influencing strategic plans implementation in other sectors. Also, other studies should contemplate introducing moderating variables such as government policies existing in a country.

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