



The Influence of Strategic Implementation Practices on the Performance of NGOs in Mombasa County

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Authors' contributions

This work was carried out in collaboration between both authors. Both authors read and approved the final manuscript.

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ABSTRACT

Running non-governmental organizations still has its fair share of challenges. Managerial efficiency is still wanting, its performance very low with most of them witnessing increased corruption cases. This study aimed to assess the influence of strategic implementation practices on the performance of NGOs in Mombasa County, Kenya. The study was guided by the strategic fit theory. The target population comprised 906 respondents. Data from the board members were collected using questionnaires, while interviews were conducted to collect data from presidents and treasurers.

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Piloting of research instruments was conducted among 10.0% of the sample size of respondents in the neighboring Mombasa County to establish validity, reliability, credibility, and dependability. Data analysis began by identifying common themes from the respondents' descriptions of their experiences. Qualitative data was analyzed thematically along the objectives and presented in narrative forms, while quantitative data was analyzed descriptively using frequencies, percentages, mean, and standard deviation, and inferentially using ANOVA with the help of Statistical Packages for Social Science (SPSS Version 27). To enhance their strategic implementation practices, NGOs are advised to bolster collaborations with stakeholders, improve resource mobilization, assess internal and external factors, and engage employees in the planning and execution of strategies.

Keywords: Implementation; performance; strategic fit; practices.

1. INTRODUCTION

In recent years, both the value of strategic thinking and the idea that strategic implementation may boost an organization's performance have come into wider recognition. According to Prajogo [1], a company's strategic implementation 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 [2].

Strategic implementation 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 [3]. In this regard, strategic implementation is the set of decisions and actions resulting from the process of defining and achieving the organization's goals. Therefore, strategic implementation is a systematic, continuous and planned process that is based on strategic planning. The purpose of strategic implementation is to ensure that the organization meets its goals and optimizes its performance. Strategic implementation 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 [4]. Strategic management according to Chaibakhsh (2017) is a comprehensive, continuous and concerted effort of managers to achieve the goals of the organization.

The role of strategic implementation in non-governmental organizations is to help them to establish and achieve their long-term goals [5]. It also helps NGOs to identify and respond to opportunities and threats in their external environment. Furthermore, strategic implementation provides NGOs with a

framework for making decisions about how to allocate their resources in order to achieve their objectives [5]. There are a number of strategic implementation practices that can be adopted by NGOs in order to improve their performance.

NGOs are active all over the world and are responsible for a wide range of initiatives and operations. It's estimated that there are around 40 thousand persons working in foreign countries [6]. Over 65,000 nongovernmental organizations (NGOs) are officially recognized in Russia and China, with an additional 130,000 operating under the radar. More than half a million NGOs operate in India. Over a million American NGOs have registered with the US government (NGOs). More than 10.1 million representatives make up Africa's workforce, or around 7% of the continent's total [7].

There is a great need for NGOs to help expand networks, especially in rural areas. 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 [8]. 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 [9].

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 implementation process, and they are known for planting the seeds of new ideas [10]. 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 [11]. 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 [12]. In addition, NGOs provide critical services and support to vulnerable groups such as women, children, and the elderly [13].

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 [14]. 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 implementation than they could otherwise.

Some common strategic implementation 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 [8]. Having well-defined goals is crucial in strategic implementation management. 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.

Stakeholder analysis is another key aspect of strategic implementation [15]. This involves identifying and assessing the interests and needs of different stakeholders. It is important for NGOs to understand the different stakeholders so that they can develop strategies that are responsive to their needs. Once objectives have

been set and the external environment has been scanned, NGOs need to develop strategies to achieve their objectives. Strategies should be aligned with the NGO's mission, vision and values. They should also be responsive to the opportunities and threats identified in the external environment [16].

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 [17].

NGOs, like for-profit enterprises and the government, can gain a lot by adopting strategic management practices [18]. Strategic management can have a major effect on non-governmental organizations (NGOs), and not just in terms of the money they bring in [19]. 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 [20].

In order to stay in business and compete in today's market, many companies employ strategic management strategies [21]. 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 implementation at work, bringing the company and its environment into harmony so that it can achieve its goals. Strategic implementation methods establish the overarching course for the organization [18].

Strategic implementation 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 implementation is important for all businesses, but it is especially important for

small businesses [6]. Small businesses often have limited resources and must carefully allocate those resources to maximize their chances of success. One common application of strategic implementation is in the area of marketing. Marketing managers use strategic implementation to develop marketing plans and strategies [11]. 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 implementation 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 implementation 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 [22].

As per Prajogo [1], strategic implementation 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 [23]. 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 [3] research, if they engage in strategic implementation 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 implementation can have far-reaching effects for non-profits beyond the financial gains that may be made.

According to Amayreh's (2020) research, non-governmental organizations (NGOs) that make plans for the future improve not only their financial but also their social performance.

As an added bonus, strategic implementation approaches may help NGOs not only make better use of scarce resources, but also boost the efficiency and effectiveness of their programs and projects [13]. Effective implementation lays the groundwork for expanding and improving NGOs' service delivery, lending credence to the idea that this could boost program results.

The concept of organizational performance entails the efficient coordination of resources such as time, effort, and finances to achieve specific objectives aligned with the organization's mission [24]. Success in business hinges on delivering value to customers, encompassing not just financial gains but also factors like customer satisfaction, productivity, and expanding influence [17]. Evaluating organizational performance necessitates comparing actual outcomes with stated goals and objectives. Commonly assessed outcomes in business include financial, market, and shareholder value, alongside production capacity in certain contexts.

Beyond financial metrics, performance can be gauged by customer satisfaction, employee loyalty, revenue generation, expense management, product quality, and resource utilization [24]. For nonprofits, success metrics may involve fundraising effectiveness, revenue growth, and expenditure efficiency. Effective strategic leadership plays a crucial role in financial performance, as evidenced by revenue growth and allocation towards philanthropic activities versus operational costs.

Assessing cost-effectiveness is vital, with the ratio of administrative costs to total costs serving as a key indicator. Improving NGO effectiveness necessitates the adoption of robust strategic management practices, including goal-setting, problem-solving, and effective decision-making [25]. Studies on strategic management techniques focus on analyzing how variations in organizational performance contribute to achieving stated goals [17].

In Kenya, the majority of NGOs have showcased commendable performance by adhering to effective strategic implementation methodologies. This encompasses having well-defined visions

and missions, strategic plans, and a competent workforce, among other factors (Kenya NGOs Management Policy, 2015). However, Maina [12] highlights that some NGOs have struggled to exhibit similar competencies, encountering management-related challenges and, in some cases, closure. The dynamic nature of the environment presents challenges for most NGOs in Kenya [12], prompting the need for evaluating strategic implementation practices and their subsequent implementation.

Various studies have scrutinized strategic management practices within different contexts. For instance, Odera (2018) notes the inefficacy of NGOs addressing food insecurity due to shortcomings in strategy formulation and implementation, leading to a failure in enhancing food security among vulnerable populations. Yunis [26] identifies a positive correlation between strategic implementation and NGOs' access to donor funding. Kihara [27] emphasizes the significance of strategic implementation practices in enhancing the performance of agricultural NGOs in Kenya, whereas Wanjiru [28] underscores their critical role in emergency response NGOs like the Red Cross. Sang [29] demonstrates how strategic implementation practices have enhanced the performance of LAPFUND, the national mandated retirement benefits scheme. Despite these insights, none of the aforementioned research has conclusively established a causal link between strategic implementation and NGO performance in Mombasa County, Kenya. Therefore, this study aimed to bridge this gap by assessing the impact of strategic implementation practices on the performance of NGOs in Mombasa County, Kenya.

2. LITERATURE REVIEW

2.1 Theoretical Literature

Resource Dependency Theory (RDT), originally conceptualized by Jeffrey Pfeffer and Gerald R. Salancik in the 1970s, offers a profound understanding of how external resources shape the performance and strategic management of organizations, including NGOs. According to this theory, there are no universal strategic management practices applicable to all NGOs. Instead, each practice is contingent upon the specific nature and context of the NGO [30]. The proper integration and application of strategic management practices determine their effectiveness, emphasizing the necessity for

these practices to be tailored to fit the unique needs of each NGO.

Strategic management within NGOs involves core values, policies, and procedures that ensure the interests of both staff and beneficiaries are adequately addressed. NGOs must devise strategic practices that align with their operational needs (Eva et al., 2018). The dynamic nature of the external environment often compels organizations to adapt their systems and objectives accordingly. This adaptability is crucial for maintaining relevance and effectiveness in changing conditions.

Researchers have observed that environmental changes necessitate organizational adjustments. In response to such changes, situational leadership often emerges, with decisions being made based on the specific circumstances at hand (Shankar & Shepherd, 2019). This adaptive approach aligns with the proposition that decisions are best made in response to the prevailing situation. For instance, some NGOs have modified their organizational structures to enhance performance, particularly in times of uncertainty (Lux, 2016). Such modifications are integral to maintaining operational efficiency and effectiveness.

The application of Resource Dependency Theory aids strategic managers in effectively managing scarce resources to reduce overhead costs and respond to the evolving environment. Strategic managers must exhibit flexibility in their roles to adapt to external changes [1]. This adaptability significantly influences organizational performance, as the ability to navigate and leverage changes in the external environment is crucial for success.

Flexibility in strategic management is particularly important in the NGO sector, where external conditions can fluctuate rapidly. NGOs must integrate change management into their strategic plans to remain effective and sustainable. The failure of managers and directors to adapt to the changing environment has led to the closure of many NGOs [1]. Therefore, it is imperative for NGOs to continuously evaluate and adjust their strategies to align with external realities.

In Mombasa County, the influence of strategic implementation on organizational performance is evident. Resource Dependency Theory supports the notion that strategic management practices

must be adaptable and responsive to external conditions to enhance performance. Effective strategy implementation involves not only the formulation of appropriate strategies but also their execution in a manner that aligns with external demands and resource availability.

NGOs must also consider the interests of their stakeholders, including staff, beneficiaries, and external partners. The integration of stakeholder interests into strategic management practices ensures that the organization remains relevant and responsive to the needs of its community. This stakeholder-centric approach is essential for building trust and fostering long-term partnerships, which are critical for resource acquisition and sustainability.

Moreover, the strategic management practices of NGOs must be underpinned by a clear understanding of their core values and mission. These foundational elements guide decision-making processes and ensure that the organization's actions align with its overarching goals. By embedding core values into strategic practices, NGOs can maintain a consistent focus on their mission while adapting to external changes.

The role of strategic managers in NGOs extends beyond traditional management functions. They must serve as intermediaries between the organization and its external environment, facilitating the flow of resources and information. This intermediary role is crucial for navigating the complexities of the external environment and ensuring that the organization remains adaptable and resilient.

The adaptability of NGOs to external changes is further illustrated by their responses to environmental crises. For instance, during natural disasters or economic downturns, NGOs must quickly adjust their strategies to address immediate needs and secure necessary resources. This requires a proactive approach to strategic management, where potential risks are anticipated and contingency plans are developed.

In conclusion, Resource Dependency Theory provides a robust framework for understanding the strategic management practices of NGOs. It emphasizes the importance of tailoring strategies to fit the unique needs and context of each organization. Strategic managers must be flexible and responsive to external changes, integrating stakeholder interests and core values

into their practices. The successful implementation of these strategies is crucial for enhancing organizational performance and ensuring long-term sustainability. By adopting a proactive and adaptive approach to strategic management, NGOs can effectively navigate the complexities of their external environment and achieve their mission.

2.2 Strategy Implementation on the Performance of NGOs

NGOs have various avenues to enhance their performance, as highlighted in the literature. Firstly, one crucial method is to craft a clear and concise strategy aimed at accomplishing the organization's objectives and goals [21]. This strategy should be meticulously designed to enhance the efficiency and effectiveness of the NGO. Furthermore, establishing a robust system of accountability is essential to ensure that the NGO remains responsible for its actions and outcomes (Cypress, 2017).

A well-defined strategy enables an NGO to streamline its resources and efforts, thereby facilitating goal attainment. Moreover, regular review and refinement of the strategy are vital for enabling the NGO to adapt and respond effectively to changes in its operational environment, while also preparing for potential challenges [31]. Effective strategy formulation offers numerous benefits for NGOs, including enhanced programmatic effectiveness, optimal resource utilization, and a greater impact on key stakeholders. Additionally, a well-articulated strategy aids NGOs in clearly communicating their mission and objectives, potentially leading to increased support from donors and other stakeholders [5].

Nnamani, Ejim, and Ozomu (2015) examined how strategy formulation affects performance levels among Nigerian manufacturing firms in Nigeria. The study considered organizational structure and worker behavior as the variables. A survey research design was adopted, and 100 respondents were sampled by use of the Freud and Williams model. Descriptive statistics were employed in analyzing the research questionnaires. It was established that a well perceived and formulated strategy improves a firm's productivity, and behavioral and methodical resistance to strategic dynamics make formulation futile. However, the study was conducted on manufacturing firms and the results may not be generalized. The current

study will examine NGOs that are operating in Mombasa County, Kenya.

Pasha et al., (2018) sought empirical evidence on strategy formulation and performance from 236 local public transit agencies in the US. The response rate for the study was 43%. Data was obtained using online surveys of managers and the National Transit Database (NTD) using questionnaires that were administered through emails. Ordinary Least Squares (OLS) regression was utilized to evaluate the relationship between strategy formulation and objective performance. Findings established that strategic formulation significantly and positively influences productivity in the public transit services industry. The study assessed performance in the public transport sector, making its findings inadmissible for the current research. Also, the study was conducted in a developed economy. The current research, therefore, will focus on NGOs in developing county.

A cross-sectional study was done by Hanif, Arshed and Farid [32] to assess how strategy formulation and strategic content impact organizational performance among private sector organizations in Lahori, Pakistan. Due to different departmental strategies in the organizations studied, the unit of analysis was the departments. The survey design used in sampling 325 respondents and questionnaires were administered, obtaining a 66.8% response rate. Strategy formulation was measured by rational planning, logical incrementalism, strategy content, defenders, reactors and prospector stance. The results established a positive relationship between logical planning, strategy content, reactors, defenders and prospector stance, and firm performance. On the other hand, logical incrementalism and strategy absence were found to negatively impact firm performance. However, the study was cross-sectional, and it is desirable to investigate whether the inferences made hold using a longitudinal investigation.

Agu et al., (2019) did a study to assess the effect of strategy formulation in business firms based in Enugu State, Nigeria. The study was intended to evaluate how the formulated strategies have been applied and operated in organizations. A descriptive survey was applied to a population consisting of 185 workers who belonged to three categories of management. Freud and William's model was applied to obtain a sample size of

106 respondents, while the sample space was determined using simple random sampling. Data was sourced using questionnaires, with analysis involving descriptive statistics. Findings established a significant effect of strategy formulation on firm performance. However, the study only used descriptive statistics. The current study will use a combination of descriptive and inferential statistics.

Santura, Muema, and Nkaabu [33] investigated how strategy formulation impacted performance among public organizations in Isiolo County. Utilizing a descriptive research design the research focused on the management heads and section heads in the county government. A census survey was conducted on all the 63 management employees of the county government since the respondents were easily accessible in the system. To collect the data, questionnaires were used, and then analyzed using descriptive statistics. Pearson Correlation was utilized to ascertain whether a relationship exists between the variables. Findings revealed that strategic formulation significantly and positively influences county government productivity in Isiolo. However, the study did not consider stakeholder involvement. The current study focused on the involvement of stakeholders and the development of long-term objectives in strategic implementation.

3. MATERIALS AND METHODS

3.1 The Materials

The study adopted the concurrent triangulation design which facilitates the attainment of differing yet corresponding data on the research problem so as to understand it best. The intent of the design is bringing collectively the different strengths and non-overlapped weakness of the quantitative method that have larger sample sizes and applying generality with the qualitative method that is characterized by small sample size and in-depth understanding. The concurrent triangulation design entails the synchronized but detached collection and analyzing of both the qualitative and quantitative data so as to enable the researcher appreciate the research problem best (Creswell, 2009). The design is employed once the researcher plans to make direct comparisons and contrasts of the statistical product of quantitative method with the findings of content-based qualitative model or to substantiate or corroborate the quantitative result with the qualitative data. This helps to

corroborate or cross-validate the qualitative findings with the quantitative results ending up with a suitable and well corroborated conclusion about the phenomena.

Mombasa County has 16 registered NGOs, for the purpose of this study, the target population consisted of 15 principals, 15 Treasurers and 804 Board members all totaling to 906 as indicated in Table 1.

Table 1. Target Population of the Study

Categories	Target Population
managing directors	16
project managers	16
Board Members	804
Total	906

Source: Mombasa County Office (2021)

3.2 Methods

Data analysis began by identifying common themes. The procedure started with the collection and analysis of quantitative data. This was followed by the subsequent collection and analysis of qualitative data. The second, qualitative phase of the study was designed so that it followed from the results of the first quantitative phase. The relevant information was broken into phrases or sentences, which reflect a single, specific thought. The responses to the close-ended items were assigned codes and labels. Frequency counts of the responses were obtained to generate information about the respondents and to illustrate the general trend of findings on the various variables that are under investigation. Qualitative data was analyzed thematically along the study objectives and presented in narrative forms whereas quantitative data was analyzed descriptively using frequencies, percentages, mean and standard deviation and inferentially using ANOVA with the help of Statistical Packages for Social Science (SPSS Version 28). The quantitative findings of the study were presented using tables.

4. RESULTS AND DISCUSSION

4.1 Response Rate

The study included a sample of 112 employees, consisting of managing directors, project managers and board members from NGOs in Mombasa County. Data collection method

included both a drop-and-pick approach the response rate was as outline in Table 2.

The study received responses from 89 respondents, accounting for 79.5% of the sample, while 23 participants, or 20.5%, did not respond. Cooper and Schindler (2014) suggested that a response rate of 60% or more in quantitative surveys is sufficient for generalizing about the entire sample. Therefore, the response rate obtained in this study is adequate to represent the population.

4.2 Reliability of Research Instrument

Reliability indicates how consistently results can be obtained through repeated analyses (Zohrabi, 2013). To measure the internal consistency and reliability of variables, Cronbach's Alpha was employed. This index, which ranges from 0 to 1, assesses the overall reliability and consistency of the evaluation, with higher values indicating greater reliability. Assessments with an alpha of 0.6 or lower require review. Consistent results from a research assessment enhance its reliability, but it must accurately measure the intended variables to be considered valid. A pilot test was conducted with 10% (n=13) of participants, who were not part of the main study.

The constructs with values greater than 0.7 were accepted. The pilot results indicated that the items in the questionnaire had Cronbach scores of above 0.7 hence were adopted for the research.

4.3 Strategy Implementation of NGOs

The study further reviewed the strategy implementation within NGOs in Mombasa County, and the participants were presented with 6-key statements, outcomes are in Table 3.

The research findings showed a consensus (average score of 4.19) with moderate variation (0.714) that the institution has established clear rules and procedures for its internal operations. Additionally, the study revealed a general agreement that the institution has set clear and achievable short-term objectives (average score of 4.08, variation of 0.705). Respondents also agreed that the institution has created clear structures to facilitate the implementation of its goals (average score of 3.96, variation of 0.857). The responses collected indicated that participants concurred that the institution has

established mechanisms for resource allocation (mean = 3.90). The summarized results further showed agreement among respondents that strategy implementation has been institutionalized within the firm, as reflected by an overall mean of 4.03 and a deviation of 0.812. Contrary to the aforementioned results, Andrews, Beynon, and Genc (2017) present contrasting findings in their study, indicating a lack of significant impact from

strategy implementation on overall outcomes. In contrast, Chaimankong and Prasertsakul [34] observed enhanced performance following the execution of planned strategies. Similarly, Mailu, Ntale, and Ngui [35] conducted a study focusing on the performance of Kenya's pharmaceutical sector and reported similar findings of improved performance post-implementation of strategic plans.

Table 2. Response rate

		Frequency	Percent
Valid	Response	89	79.5
	Non-Response	23	20.5
	Total	112	100.0

Source: Researcher (2024)

Table 3. Reliability Results

variable	No of items	Cronbach Alpha	Remark
Valid	Strategy implementation	0.748	Reliable
	Organization performance	0.730	Reliable

Source: Researcher (2024)

Table 4. Results for Strategy Implementation of NGOs

	N	Min	Max	Mean	Std. Deviation
The institution has developed clear rules and procedures to guide internal operations	89	1	5	4.19	0.714
The institution has developed clear and attainable short-term objectives	89	1	5	4.08	0.705
The organization has put in place clear structures to enhance leadership support in firm operations	89	1	5	3.97	0.889
The institution has put in place mechanisms for resource allocation	89	1	5	3.90	0.826
The institution has developed shared norms and values to support the attainment of firm objectives	89	1	5	4.07	0.879
The institution has developed clear structures to guide the operationalization of firm goals	89	1	5	3.96	0.857
Average				4.03	0.812

Source: Researcher (2024)

Table 5. Correlation Results

		Strategy Implementation	Organization Performance
Strategy Implementation	Pearson Correlation	1	
	Sig. (2-tailed) N	89	
Organization Performance	Pearson Correlation	0.574**	1
	Sig. (2-tailed) N	0.000 89	89

** Correlation is significant at the 0.01 level (1-tailed)

Source: Researcher (2024)

4.4 Correlation Analysis

The study aimed to determine the relationships between the variables. Pearson Correlation was used at a 95% confidence interval, and the findings are shown in the Table 4.

The first objective of the study investigated the effect of strategy implementation on the performance of NGOs in Mombasa County. The analysis indicated a moderate positive and significant relationship ($P=0.574$, $Sig = 0.000 < 0.05$). These findings are in line with Mwanthi (2018), who found that key drivers of strategy implementation significantly enhance outcomes. Similarly, Mailu, Ntale, and Ngui (2018) highlighted that effective strategy implementation is crucial for organizational performance. Ogunmokun, Hopper, and Mcclymont [36] also identified strategy implementation as a significant predictor of increased productivity within organizations. Chaimankong and Prasertsakul [34] observed that, in Thai firms, strategy implementation was a key determinant of performance. However, these findings contrast with Andrews, Beynon, and Genc (2017), who reported that the style of strategy implementation does not impact organizational performance.

4.5 Regression Analysis

The purpose of the research was to determine the relationship between strategic implementation practices and NGOs' performance in Mombasa County, Kenya. The study adopted a multiple linear regression analysis, and the results are as indicated below;

The research found that the coefficient of determination, denoted as R^2 , was 0.595. This means that 59.5% of the performance of NGOs in Mombasa County can be explained by the strategic implementation practices they use. However, the results also indicate that 40.5% of the NGOs' performance is influenced by other factors not included in this study.

ANOVA (Analysis of Variance) is used to determine whether there is a statistically significant interaction between the dependent and independent variables in a regression model. In this study, the results indicated an F-value of 25.311, which is significantly higher than the critical F-value of 1.162. Additionally, the p-value was 0.000, which is less than the threshold of 0.05. These findings suggest that there is a statistically significant and positive relationship between the implementation of strategic management practices and the performance of NGOs.

The study uncovered that the coefficient for strategy implementation (β_3) was 0.087, which proved to be statistically significant ($p=0.002$, less than 0.05). This suggests that a change in strategy implementation is projected to result in a 0.087 change in the performance of NGOs in Mombasa County. This finding echoes the research of Chaimankong and Prasertsakul [34], who emphasized the significant influence of strategic implementation on firm performance. Similarly, Mailu, Ntale, and Ngui [35] also confirmed the statistically significant impact of strategy implementation on performance [37].

Table 6. Regression summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.772a	.595	.572	2.06362	2.126

*Predictors: (Constant), Strategy Implementation
Dependent Variable: Organization Performance
Source: Researcher (2024)*

Table 7. ANOVA summary

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	538.930	5	107.786	25.311	.000 ^b
	Residual	366.233	83	4.259		
	Total	905.163	88			

*Dependent Variable: Organization Performance
Predictors: (Constant), Strategy Implementation
Source: Researcher (2024)*

Table 8. Regression Coefficients Summary

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.802	2.196		1.276	.205
Strategy Implementation	0.087	.116	.280	2.751	.002

b. Dependent Variable: Organization Performance

Source: Researcher (2024)

OP = 2.802 + 0.087SI + 2.196

5. CONCLUSION

The primary objective reviewed influence of strategy implementation and the study concludes there is a positive and significant influence on the performance of NGOs. The study concluded that developing clear rules and procedures, fostering leadership support, resource allocation, and supportive organizational culture is a significant predictor of organization performance.

6. RECOMMENDATIONS

The study advocates for the enhancement of strategy implementation by building a robust organizational structure, nurturing a conducive organizational culture, and bolstering management support, all of which contribute to the realization of organizational goals. Furthermore, the research proposes that improving fund mobilization and allocation can enhance strategy execution, leading to improved performance.

DISCLAIMER (ARTIFICIAL INTELLIGENCE)

Author(s) hereby declares that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc) and text-to-image generators have been used during writing or editing of manuscripts.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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