

**STRATEGY IMPLEMENTATION PRACTICES AND SERVICE DELIVERY IN
NATIONAL COUNCIL OF NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI
CITY COUNTY, KENYA**

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DECLARATION

This research project is my original work and has not been presented in any university or college for examination or academic purposes.

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This research project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

This project is dedicated to my family who have been of great help and source of encouragement throughout the process of writing this project of which I am grateful for.

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ABBREVIATIONS AND ACRONYMS

CSR	Corporate Social Responsibility
ESG	Environmental, Social, and Governmental
GDP	Gross Domestic Product
IT	Information Technology
KPIs	Key Performance Indicators
NGOC	Non-Governmental Organization Council
NGOs	Non-Governmental Organizations
R&D	Research and Development
RBV	Resource-Based View
ROI	Return On Investment
SIP	Strategy Implementation Process
SPSS	Statistical Package for Social Sciences
VRIN	Valuable, Rare, Inimitable, and Non-Substitutable

OPERATIONAL DEFINITIONS OF TERMS

Cultural practice	Refer to the shared behaviors, rituals, and traditions that characterize a particular group or society, reflecting their values, beliefs, and social norms.
Finance	The management of money and other assets, encompassing activities such as investing, borrowing, lending, budgeting, saving, and forecasting.
Organizational structure	Refers to the system that outlines how certain activities are directed in order to achieve the goals of an organization
Service delivery	The process through which services are provided to clients or customers, encompassing the planning, execution, and management of these services to meet the needs and expectations of the recipients.
Staffing level	Refers to the number of employees or personnel required to effectively meet the operational needs of an organization.
Strategy implementation practice	Encompasses the actions and methodologies employed to translate strategic objectives into operational activities, ensuring that the organization effectively achieves its goals.

ABSTRACT

Non-Governmental Organizations (NGOs) play a crucial role in addressing various social, economic, and environmental issues in Nairobi City County, Kenya. However, their efforts are often hindered by a range of challenges that can impede their effectiveness and sustainability. For instance, statistics shows that 45% of NGOs report insufficient funding to meet their operational needs, leading to a reduction in service delivery capacity. 35% of Non-Governmental Organizations indicate a shortage of qualified personnel, with an average staff-to-beneficiary ratio of 1:150, which is significantly higher than the recommended ratio of 1:50 for effective service delivery. Therefore, this study sought to investigate the influence of strategy implementation practices on service delivery in national council for non-governmental organizations in Nairobi City County, Kenya. The specific objectives of the study were to assess how staffing level, finances, organization structure and cultural practices impacts strategy implementation and so affecting service delivery in National Council for Non-Governmental Organizations. The study was guided by resource-based view theory, institutional theory, contingency theory and stakeholder theory. The study utilized descriptive research design. This study was carried out in the national council for non-governmental organizations in Nairobi City County, Kenya. The unit of observation was 90 employees working with the national council for non-governmental organizations in Nairobi City County, Kenya comprising of 25 senior level managers and 65 middle level managers. A census of 90 respondents was carried out. Validity of the instrument was ensured using content validity test. The reliability of the instrument was ensured using Chronbach Alpha coefficient test. Descriptive statistics were used to analyze the data. Data was presented in tables and figures. The study's findings provide a range of advantages to various stakeholders involved in or affected by these organizations who include; Non-Governmental Organizations Management and Leadership, the government, policy makers, employees, donors, community and other researchers. The study revealed that staffing level, finances, organizational structure and cultural practices had a positive significant influence on service delivery in national council for non-governmental organizations in Nairobi City County, Kenya. The study concludes that adequate staffing ensures timely and efficient service delivery. Financial resources allow the Council to expand its operational capacity, enabling it to reach more beneficiaries and provide a wider range of services. A clear organizational structure delineates roles and responsibilities, ensuring that each member understands their specific duties. Cultural practices facilitate partnerships with local leaders and community groups, enhancing collaboration and resource sharing. The study recommends that the Non-Governmental Organizations should evaluate the current staffing levels against the service delivery demands. The Non-Governmental Organizations should organize regular training sessions for staff and stakeholders on financial management best practices, budgeting, and reporting. The Non-Governmental Organizations should define roles and responsibilities within the council to ensure accountability and effective decision-making and create comprehensive policies that guide operations, including conflict of interest, transparency, and ethical standards and the NGOs should implement programs that promote awareness and appreciation of cultural diversity, helping staff to engage more effectively with different communities.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizations strive to enhance their service delivery for a variety of reasons, recognizing that effective service delivery is crucial to achieving customer satisfaction, fostering loyalty, and maintaining a competitive edge in the marketplace (Chen & Graddy, 2020). Paparozzi, M. A., & Gendreau, P. (2022) observe that organizations often implement a range of strategies and initiatives aimed at improving the quality, efficiency, and responsiveness of their services to achieve this goal. These efforts not only improve customer satisfaction but also contribute to the long-term success and sustainability of the organization.

Khayota (2019) observe that enhancing service delivery by employing effective strategy implementation practices involves a multifaceted approach that focuses on optimizing processes, improving customer satisfaction, and ensuring that organizational goals are met efficiently. According to Mitchell, D. (2023), the connection between the practices of strategy implementation and the delivery of services within an organization is a critical area of focus for ensuring that an organization achieves its goals and meets the needs of its stakeholders. Therefore, to ensure that strategy implementation is effective, organizations must establish performance metrics that evaluate both strategic outcomes and service delivery.

The application of strategic practices by international non-governmental organizations (NGOs) plays a crucial role in enhancing their service delivery, as evidenced by examples from various countries. In countries like Brazil, Macinko, Almeida, Oliveira and Klingelhofer (2019) observe that NGOs working on environmental issues have utilized satellite imagery and data collection tools to track deforestation and engage communities in conservation efforts. Yamauti, Barreto, Barberato-Filho and Lopes (2020) observe that the use of satellite imagery and data analytics significantly increases the efficacy of conservation interventions. With access to accurate and up-to-date information, NGOs

can make informed decisions about where to allocate resources, how to design targeted campaigns, and when to implement specific conservation strategies.

Mirembe (2021) observe that numerous NGOs in Uganda are focused on agricultural development, recognizing the importance of sustainable farming for the country's growth. They offer training programs to equip local farmers with skills in soil health, crop rotation, pest management, and water conservation. Similarly, Wenene (2022) observe that these training programs offered by NGOs in Uganda promote community empowerment by encouraging farmers to share knowledge and experiences, fostering collaboration and a collective identity around sustainable agriculture. As farmers gain confidence and self-sufficiency, they are more likely to participate in local decision-making processes.

In Kenya, where diverse challenges such as poverty, health crises, and educational disparities persist, NGOs play a crucial role in addressing these issues and by adopting strategic practices, these organizations can better align their resources and efforts with the needs of the populations they aim to assist (Nzioki, Ntale & Ngui, 2018). Mutambuki (2023) observe that the strategic practices implemented by international NGOs in Kenya are critical for enhancing their service delivery. Through data-driven approaches, community engagement, strategic partnerships, and robust monitoring and evaluation systems, these organizations can effectively address the complex challenges faced by the communities they serve.

1.1.1 Service Delivery

Service delivery represents the dependent variable in this study and refers to the efficiency, quality, and responsiveness with which an organization provides services to its intended beneficiaries. In the context of public-oriented bodies such as the National Council for NGOs, service delivery encompasses the processes and outcomes through which the Council fulfills its mandate of registration, regulation, coordination, and support of NGOs (Wambugu & Ombui, 2019). Effective

service delivery therefore reflects how well the Council meets stakeholder expectations in terms of timeliness, reliability, transparency, and overall satisfaction.

Past empirical studies have measured service delivery using a variety of performance indicators. For instance, Maina and Karanja (2020) assessed service delivery in public service agencies using timeliness of services, accuracy of outputs, and client satisfaction levels. Similarly, Mutua and Nzulwa (2019) measured service delivery in regulatory institutions through efficiency of service processes, responsiveness to stakeholder inquiries, and compliance with service standards. In the NGO regulatory sector, Nyang'au (2021) applied indicators such as processing time for registrations and renewals, quality of stakeholder engagement, and perceived fairness of regulatory procedures. These studies demonstrate that service delivery is typically measured through a combination of operational efficiency metrics and beneficiary-centered perception measures.

Guided by these scholarly approaches, the present study operationalizes service delivery through four measurable indicators aligned to the mandate and operational reality of the National Council for NGOs. First, timeliness of service provision, capturing the duration taken to process registrations, issue licenses, and respond to stakeholder inquiries. Second, service quality, reflecting accuracy, consistency, and compliance with set standards. Third, responsiveness to stakeholders, indicating the Council's ability to address NGO concerns, complaints, and support requests promptly. Finally, client satisfaction, capturing the perceptions and experiences of NGOs regarding the adequacy and fairness of services offered. These measures are not only consistent with prior empirical work but also capture the aspects of service delivery most relevant to the regulatory role of the National Council for NGOs.

1.1.2 Strategy Implementation practices

The strategy implementation practice encompasses a wide array of activities, behaviors, and processes that organizations engage in to translate their strategic plans into actionable outcomes (Johnson & Wanjala, 2020). According to Candido and Santos (2021), effective implementation practices ensure that all organizational activities are aligned with the overarching strategic goals.

This requires clear communication of the strategy throughout the organization and ensuring that all departments understand their roles in achieving these goals. Therefore, in this study strategy implementation practices adopted included; staffing level, finance, organizational structure and cultural practice.

Sufficient staffing ensures that there are enough personnel to meet customer needs promptly and effectively which lead to higher customer satisfaction and loyalty (Woo, Chan, Sum, Wong & Chui, 2018). Diao and Heching (2021) observe that proper staffing helps distribute workloads evenly among employees, reducing the risk of burnout and increasing job satisfaction. When employees are not overburdened, they are more likely to perform at their best. Therefore, conducting a thorough analysis of current workforce capabilities, including skills, experience, and performance, can help identify gaps and areas for improvement.

Cortis and Lee (2019) observe that financial resources determine how effectively an organization can allocate resources across different departments and projects, impacting overall operational efficiency. In addition, adequate funding allows organizations to maintain appropriate staffing levels, preventing employee burnout and ensuring that services are delivered efficiently and effectively. Koelble and Lipuma (2020) observe that financial resources enable organizations to invest in customer support systems, such as call centers or online chat services, which can significantly enhance the customer experience and can implement systems to gather and analyze customer feedback, leading to continuous improvement in service delivery.

Wiedemann, Weeger and Gewalt (2020) observe that a well-defined organizational structure clarifies roles and responsibilities, which can lead to increased efficiency in service delivery. Employees understand their tasks and who to collaborate with, reducing confusion and overlap. According to Cowen, Halasyamani and Alexander (2023), the impact of organizational structure on the delivery of services within an organization is a multifaceted topic that encompasses various dimensions, including efficiency, communication, decision-making, employee morale, and customer satisfaction.

Therefore, proper organizational structure enables employees to understand their tasks and who to collaborate with, reducing confusion and overlap.

Cultural practices significantly influence how communication occurs within an organization because different cultures have varying norms regarding directness, formality, and non-verbal cues and organizations that respect cultural norms around family and personal time may see higher employee morale and better service outcomes (Anning-Dorson, Christian & Nyamekye, 2020). Stanley and Swann (2021) observe that customers from different cultural backgrounds may have varying expectations regarding service quality, responsiveness, and personalization. Therefore, organizations must adapt their service delivery to meet these diverse needs.

1.1.3 National Council for Non-Governmental Organizations in Nairobi City County, Kenya

The National Council for Non-Governmental Organizations (NCNGO) in Kenya serves as a regulatory and advisory body for NGOs operating within the country. Established under the Non-Governmental Organizations Coordination Act of 1990, the Council plays a crucial role in promoting the effective functioning of NGOs, ensuring compliance with legal frameworks, and enhancing the capacity of civil society organizations. The Council is responsible for the registration of NGOs, ensuring they meet the legal requirements set forth in the NGO Coordination Act. The Council monitors the activities of registered NGOs to ensure compliance with the law and evaluates their impact on communities. The Council engages in policy advocacy to create an enabling environment for NGOs to operate effectively. The Council organizes training programs and workshops to build the skills and knowledge of NGO staff and volunteers.

The National Council for Non-Governmental Organizations (NGOs) in Nairobi City County, Kenya, plays a crucial role in the regulation, coordination, and support of non-governmental organizations operating within the region. 85% of registered NGOs undergo annual financial audits to ensure transparency and accountability. 60% of NGOs reported a 10% increase in funding over the past year. 75% of NGOs indicated that they effectively utilized over 90% of their donor funds for project

implementation. 70% of NGOs reported achieving at least 80% of their project goals within the stipulated time frame. 65% of NGOs reached over 10,000 beneficiaries in the last year through various programs. 65% of NGOs have established partnerships with local government bodies to enhance service delivery. 40% of NGOs actively engage in policy advocacy efforts to influence legislation affecting their sectors. 78% of NGOs reported an increase in community trust and support over the past year. 65% of NGOs reported that their programs have led to long-term positive changes in the communities they serve. In general, by focusing on funding, project implementation, community impact, stakeholder engagement, capacity building, advocacy, and sustainability, NGOs can enhance their contributions to societal development and ensure their sustainable growth.

1.2 Statement of the Problem

Non-Governmental Organizations (NGOs) in Nairobi City County are mandated to enhance social welfare through the provision of healthcare, education, water, and sanitation services. However, available evidence indicates persistent weaknesses in the quality, timeliness, responsiveness, and overall satisfaction associated with these services. For instance, a 2022 survey showed that 45% of respondents lacked adequate access to healthcare services delivered through NGOs, while only 35% of patients expressed satisfaction with the quality of health services, pointing to critical gaps in both service quality and beneficiary satisfaction. Similarly, in the education sector, 25% of eligible children failed to access NGO-supported educational programs, and 15% dropped out, primarily due to inadequate resources, signalling challenges in timely and sustained support. Service delivery in water and sanitation is also strained, with 40% of informal settlement households lacking reliable access to clean water, and only 30% of sanitation facilities meeting minimum health standards, indicating deficiencies in service quality and responsiveness to community needs.

Despite the central role of strategy implementation practices in shaping organizational performance, existing research provides limited insight into how these practices affect the service delivery capacity of NGO regulatory bodies such as the National Council for NGOs. While Kiprotich and Moronge

(2018) demonstrated that leadership enhances service delivery in public institutions, their work focused on the Ministry of Labour, creating a contextual and conceptual gap for the NGO regulatory environment. Likewise, Owuor (2020) established that monitoring and evaluation influences service delivery in county governments, yet it captured only one dimension of strategy implementation. Mutambuki (2023) further identified resource constraints and inadequate personnel training as barriers to service delivery in Water Works Development Agencies; however, the findings are sector-specific and not generalizable to NGO coordination and oversight.

Consequently, the specific problem addressed in this study is the limited understanding of how key strategy implementation practices—staffing levels, financial resources, organizational structure, and cultural practices—shape the effectiveness of service delivery within the National Council for NGOs, particularly regarding timeliness, quality, responsiveness, and client satisfaction. Given the persistent service gaps reflected in recent data, there is a pressing need to empirically determine whether weaknesses in strategy implementation contribute to the Council’s inability to deliver services effectively. This study, therefore, seeks to fill this conceptual and contextual gap by examining the influence of strategy implementation practices on service delivery within the National Council for NGOs in Nairobi City County, Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to investigate the influence of strategy implementation practices on service delivery in national council for non-governmental organizations in Nairobi City County, Kenya.

1.3.2 Specific Objectives

The study was guided by the following specific objectives;

- (i) To assess the influence of staffing level on service delivery in national council for non-governmental organizations in Nairobi City County, Kenya.

- (ii) To determine the influence of finances on service delivery in national council for non-governmental organizations in Nairobi City County, Kenya.
- (iii) To establish the influence of organizational structure on service delivery in national council for non-governmental organizations in Nairobi City County, Kenya.
- (iv) To assess the influence of cultural practices on service delivery in national council for non-governmental organizations in Nairobi City County, Kenya.

1.4 Research Question

- (i) How does staffing level influence the service delivery in national council for non-governmental organizations in Nairobi City County, Kenya?
- (ii) To what extent do finances influence the service delivery in national council for non-governmental organizations in Nairobi City County, Kenya?
- (iii) What is the influence of organizational structure on service delivery in national council for non-governmental organizations in Nairobi City County, Kenya?
- (iv) What is the relationship between cultural practices and service delivery in national council for non-governmental organizations in Nairobi City County, Kenya?

1.5 Significance of the Study

The leadership teams within NGOs would benefit from the insights gained through the study, as it would highlight effective strategy implementation practices that can enhance service delivery. Employees working within these NGOs would gain from improved service delivery practices that stem from the study's findings. The primary beneficiaries of NGO services, including vulnerable populations and communities in Nairobi City County, would experience direct advantages from improved service delivery. Donors and funding agencies would find the study's findings valuable as they seek to invest in NGOs that demonstrate effective strategy implementation and impactful service delivery. Policymakers and government agencies could utilize the findings to understand the role of NGOs in service delivery and the effectiveness of their strategies. Researchers and academic

institutions would benefit from the study as it contributes to the existing body of knowledge on strategy implementation and service delivery in the NGO sector.

1.6 Scope of the Study

This study was carried out in the Non-Governmental Organizations Council in Nairobi, Kenya. The unit of observation was various employees working within the council. The scope also included an in-depth exploration of various organizational resources, such as financial, human, and technological resources, and their influence on the effectiveness on strategy implementation within NGOs in Kenya. Additionally, the research considered the impact of contextual factors, including political and regulatory environments, on the utilization of organizational resources in strategy execution.

1.7 Limitations of the Study

The study offered valuable insights into the dynamics of NGOs. However, several limitations were acknowledged. First, the research faced challenges in accessing comprehensive and up-to-date data from a diverse range of NGOs operating in Kenya, as these organizations varied widely in size, scope, and transparency of reporting. To mitigate this limitation, the research was carried out among different departments within NGO council, this would allow collection of information from different perspectives and expand the coverage. Limited data availability could potentially constrain the depth and breadth of the analysis, affecting general application of the findings. To help cover this limitation, the research targeted both primary and secondary data, looking at what other researchers have written about the topic under study. Additionally, the study encountered difficulties in obtaining candid and detailed responses from NGO representatives, particularly regarding sensitive internal organizational processes and resource allocation. By not requiring disclosure of names of respondents where all respondents were informed before answering the questionnaire, the data collected was considered adequate to arrive at the noted findings and conclusion on the study.

1.8 Organization of the Study

This project comprises five chapters. Chapter one presents the background to the study, statement of the problem, objectives of the study, research questions, significance of the study, scope of the study and limitation of the study. Chapter two present the theoretical review, empirical review, conceptual framework, knowledge gaps and summary of the literature review. Chapter three highlight the research methodology including research design, target population, sampling and sample size, research instruments, pilot study, data collection techniques, method of data analysis and ethical issues. Chapter four provides the research finding and discussions. Chapter five presents that summary, conclusions, recommendation and suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers the theoretical review, empirical review, summary of literature reviewed and research gaps and conceptual framework.

2.2 Theoretical Review

This section covers the theories to be used in guiding the study variables which include; Resource-Based View Theory, Institutional Theory, Contingency Theory and Stakeholder Theory.

2.2.1 Resource-Based View (RBV) Theory

Originating in the 1980s, the Resource-Based View (RBV) Theory, notably championed by scholars such as Edith Penrose (1959) and further developed by Jay Barney (1991), is a fundamental framework in strategic management. The RBV posits that a firm's success is highly dependent on its resources. These resources can be classified into tangible assets like financial capital and technological infrastructure, as well as intangible assets such as organizational culture, knowledge, and reputation. According to Barney (1991), for a resource to contribute to sustained competitive advantage, it must be valuable, rare, inimitable, and non-substitutable- forming the VRIN framework.

The NGO sector in Kenya is characterized by resource constraints, making it crucial to understand how the available resource contribute to or hinder effective strategy implementation. Applying RBV allows for an examination of the specific resources possessed by NGOs, such as financial capital, human expertise, technological capabilities and organization structure. Additionally, the theory helps in identifying whether these resources are rare within the sector, difficult for competitors to imitate, and whether they provide a sustained advantage in implementing strategies.

The RBV theory is relevant to the study because it suggests that NGOs can enhance their effectiveness by leveraging unique resources such as skilled personnel, specialized knowledge, and

strong community relationships. By focusing on these internal strengths, the National Council for NGOs can improve the quality and efficiency of services provided to the community, ultimately leading to better outcomes for the populations they serve. Furthermore, the RBV encourages NGOs to assess and develop their resources strategically, ensuring that they are well-equipped to respond to the dynamic needs of the communities in Nairobi. The theory explains the finance and staffing level variables.

2.2.2 Institutional Theory

Institutional Theory, as developed by DiMaggio and Powell in 1983, posits that organizations are influenced by the broader institutional environment in which they operate. This theoretical framework emphasizes the impact of external social, cultural, and regulatory forces on shaping organizational structures, practices, and behavior. DiMaggio and Powell argue that organizations often mimic prevailing institutional norms to gain legitimacy and support, thereby conforming to established patterns of conduct within their environment (DiMaggio & Powell, 1983). Moreover, Scott (1995) expanded on this theory, introducing the concept of institutional pillars, which include regulatory, normative, and cultural-cognitive elements, further shaping organizational behavior.

The regulatory pillars of Institutional Theory is particularly relevant, considering the impact of governmental regulations and policies on NGOs' resource allocation and strategy implementation. Additionally, normative pressures from the broader society and cultural-cognitive elements within the NGO sector may affect how organizations perceive and respond to resource-related challenges (Scott, 1995). For instance, NGOs may conform to established norms regarding transparency, accountability, and ethical resource utilization to gain legitimacy and maintain positive relationships with stakeholders.

Institutional Theory offers a pertinent framework for examining how external institutional factors influence resource allocation decisions and, consequently, the implementation of organizational strategies. The regulatory environment, including government policies and donor expectations, can

shape the allocation of financial and human resources within NGOs (DiMaggio & Powell, 1983). Additionally, normative pressures from the wider societal expectations and cultural-cognitive elements within the NGO sector may impact how these organizations navigate resource challenges to achieve successful strategy implementation.

2.2.3 Contingency Theory

Contingency Theory, initially proposed by Donaldson in 1961 and later expanded by Lawrence and Lorsch in 1967, posits that there is no one-size-fits-all approach to organizational management, asserting that effective organizational structures and strategies are contingent upon the unique circumstances faced by an organization (Donaldson, 1961; Lawrence & Lorsch, 1967). This theoretical framework emphasizes the importance of aligning organizational practices, structures, and strategies with the external environment and internal factors specific to each organization. Contingency Theory suggests that organizations should adapt their structures and strategies to fit the demands of their immediate context, acknowledging that what works in one situation may not necessarily be effective in another. It underscores the dynamic nature of organizations and the need for flexibility in responding to diverse challenges and opportunities.

Contingency Theory is rooted in several key tenets. First, it highlights the impact of external environmental factors on organizational design and strategy. Organizations are encouraged to scan their external environment to identify relevant contingencies and adjust their structures accordingly (Donaldson, 1961). Second, the theory emphasizes the importance of internal factors, such as the organization's size, technology, and human resources, in determining the most effective management practices. Lawrence and Lorsch (1967) introduced the concept of differentiation and integration, suggesting that organizations should balance the need for specialization (differentiation) with the need for coordination (integration) to achieve optimal performance. Lastly, Contingency Theory posits that there is no universal best way to organize or manage, advocating for a situational approach

where organizational structures and strategies are contingent upon the specific circumstances faced by the organization.

The theory is relevant to the study because it posits that there is no one-size-fits-all approach to management and organizational effectiveness; rather, the best course of action is contingent upon the specific circumstances and variables at play. Therefore, in the context of the National Council for NGOs, this means that service delivery strategies must be tailored to the unique challenges and needs of the local community, the regulatory environment, and the diverse range of stakeholders involved. The Council can better assess the external and internal factors influencing their operations, allowing for more adaptive and responsive service delivery models by applying contingency theory. This adaptability is particularly important in a dynamic environment like Nairobi, where socio-economic conditions, political landscapes, and community needs can shift rapidly. The theory explains organizational structure variable.

2.2.4 Cultural Dimensions Model

Geert Hofstede developed the cultural dimensions model in 1980 who identified key dimensions that describe how cultures differ and how those differences can impact communication, behavior, and workplace dynamics. These dimensions help organizations and individuals navigate cultural diversity in an increasingly globalized world. Hofstede's (1980) six cultural dimensions include; Power Distance Index (how power is distributed and the extent to which less powerful members of society accept and expect that power is distributed unequally), Individualism vs. Collectivism (The degree to which individuals are integrated into groups), Masculinity vs. Femininity (distribution of roles between the genders), Uncertainty Avoidance Index (society's tolerance for uncertainty and ambiguity), Long-Term vs. Short-Term Orientation (the focus on future rewards versus immediate results) and Indulgence vs. Restraint (the degree to which societies allow free gratification of basic human desires).

Pryor (1997) extends Hofstede's work by emphasizing the importance of cultural intelligence in leadership by arguing that understanding these dimensions can lead to better strategies for international business negotiations. However, Hampden-Turner (2006) criticizes the model by arguing that Hofstede's dimensions oversimplify complex cultural behaviors and values and propose their own model which introduces dimensions such as universalism versus particularism and individualism versus communitarianism, suggesting that context and relationships play a significant role in understanding cultural differences.

Hofstede's cultural dimensions model is relevant to the study because it plays a crucial role in understanding the diverse cultural landscape that influences service delivery within the National Council for Non-Governmental Organizations (NGOs) in Nairobi City County, Kenya. This model provides a framework for analyzing how cultural values impact organizational behavior, communication styles, and service expectations among various stakeholders. By applying Hofstede's dimensions, such as individualism versus collectivism and uncertainty avoidance, NGOs can tailor their services to better meet the needs of the local population, fostering more effective engagement and collaboration. Furthermore, recognizing cultural differences can enhance the training and development of staff, ensuring that they are equipped to navigate the complexities of a multicultural environment. The model is used to explain cultural practices variable.

2.3 Empirical Review

This section covers empirical studies that were reviewed by the study in relation works of various scholars.

2.3.1 Staffing Level and Service Delivery

In a study by Chen and Huang (2019), the relationship between staffing levels, staff technical capacity, and strategy implementation in SMEs in China was examined. Using a quantitative approach, the study surveyed a diverse range of organizations globally. The findings highlighted a positive correlation between higher staffing levels and successful strategy implementation,

emphasizing the importance of having an adequate workforce. Additionally, the study underscored the significance of staff technical capacity in enhancing the effectiveness of strategy implementation efforts. However, a notable research gap emerged concerning the lack of consideration for cultural differences that might impact strategy execution in diverse international settings.

A study by Hitt, Ireland and Lee (2016) highlighted the dynamics between staffing, technical expertise and strategy implementation in multinational corporations. Employing a mixed-methods approach, the research delved into both quantitative data and qualitative insights from case studies. The study revealed that while increased staffing levels were positively associated with successful strategy implementation, the technical expertise of the workforce played a crucial role in mediating this relationship. However, an evident research gap lies in the limited attention given to the contextual variations across different industries within the international scope which this study addressed.

Turning to regional insights within Africa, a study by Amankwah-Amoah (2016) investigated the impact of staffing levels and staff technical capacity on strategy implementation in non-profit organizations in Nigeria. Employing a qualitative case study methodology, the research uncovered complex interactions between staffing, technical skills, and the execution of organizational strategies. The study emphasized the need for context-specific approaches, given the diverse socio-economic conditions in Nigeria. However, a research gap surfaced concerning the generalizability of findings across the African continent, calling for more investigations into specific countries.

In a local study conducted by Waweru and Muriuki (2018) in Kenya, the relationship between staffing levels and overall employee performance within various manufacturing industries was explored. Utilizing both quantitative surveys and qualitative interviews, the study found that optimal staffing levels, coupled with high technical capacity, significantly contributed to the successful implementation. The research highlighted the importance of tailoring strategies to the local context and recognizing the unique challenges faced by Kenyan manufacturing industries. Nevertheless, a research gap was identified in the limited consideration of the temporal dimension, suggesting

research a need for longitudinal studies to understand how the relationship evolves over time within the specific Kenyan socio-economic landscape.

2.3.2 Finances and Service Delivery

In a seminal study dubbed “Strategic Management of External Relations: A Structured Approach,” by Young *et al.* (2016), the researchers conducted a comprehensive analysis of the relationship between funding levels, funding commitments, and strategy implementation in a diverse range of organizations across Europe and North America. Employing a mixed-methods approach, including surveys and in-depth interviews, the study revealed a positive correlation between strategies. The findings emphasized the pivotal role of financial resources in overcoming implementation challenges. However, the study acknowledged a gap in understanding the specific ways in which diverse funding commitments, including long-term partnerships and short-term grants, impact the effectiveness of strategy implementation.

Another study by Gupta and Singh (2018) explored the relationship between funding levels and strategy implementation in non-profit organizations across the United States and Asia. Employing a quantitative research design, the study utilized financial data and surveys to assess the impact of varying funding levels on the ability of organizations to execute their strategies. The results indicated that higher funding levels positively influenced the successful implementation of strategies, with well-funded organizations demonstrating greater adaptability and resilience. Despite these insights, the study identified a research gap in the need for a more examination of the types and sources of funding commitments that contribute most significantly to successful strategy implementation.

Transitioning to the regional context, a study conducted by Nzomo and Kamau (2019) investigated the relationship between funding levels, funding commitments, and strategy implementation in non-governmental organizations across East Africa. Using a qualitative research approach involving interviews and case studies, the study found that the availability of financial resources significantly influenced the successful execution of strategies. However, the research highlighted a gap in the

understanding of how regional peculiarities, such as variations in political and economic landscapes, influence the impact of finances on strategy implementation which this study was addressed.

In a more localized study focused on Kenya, Nyambura and Opiyo (2020) delved into the dynamics of funding levels and commitments on strategy implementation in Kenyan NGOs. Utilizing a mixed-methods design comprising surveys and focus group discussions, the study revealed existence of relationship between funding and strategy execution. While funding levels were positively associated with successful implementation, the nature of funding commitments, particularly the flexibility and predictability of funding, emerged as crucial factors. The study concluded by identifying a research gap in the limited exploration of the influence of funding-related organizational policies and practices on strategy implementation within the Kenyan non-profit sector.

2.3.3 Organizational Structure and Service Delivery

Mintzberg (2020) explored the organizational structure and its impact on implementation. His study, “The Structuring of Organizations,” delved into various organizational archetypes, such as the entrepreneurial, machine, professional, and divisional structures. While it provided valuable insights into how structure influences strategy implementation, the study’s methodology was primarily qualitative, relying on case studies and observations. Findings indicated that different structures led to varying degrees of success in strategy implementation. However, a research gap was evident in the lack of quantitative approach, limiting the generalizability of the findings.

Additionally, Lawrence and Lorsch (2017) conducted a study on “Differentiation and Integration in Complex Organizations,” focusing on how differentiation and integration within organizational structures impact strategy execution. They employed a mixed-methods approach, combining qualitative interviews with quantitative surveys. The study found that a balance between differentiation (specialization) and integration (coordination) is critical for effective strategy implementation. Nevertheless, a research gap remained in the limited consideration of external

factors influencing the relationship between structure and strategy, prompting the need for more comprehensive investigations.

Another study by Ofori (2022) titled “Organizational Structure and Performance of Construction Firms in Ghana,” examined the relationship between organizational structure and performance in the construction industry. Utilizing a quantitative methodology, the study surveyed a diverse range of construction firms in Ghana. Findings highlighted that a more decentralized organizational structure positively correlated with improved performance in strategy implementation. However, a critical research gap emerged in the lack of consideration for the specific nuances of NGOs or the broader non-profit sector, signalling the need for studies tailored to the unique characteristics of organizations in the non-profit domain.

A study by Kamau and Gatugi (2015), “Organizational Structures and Strategy Implementation in Non-Governmental Organizations in Kenya,” specifically addressed the influence of organizational structure on strategy implementation in Kenyan NGOs. Employing a mixed-methods approach involving surveys and interviews, the study found a more flexible and participatory organizational structure positively impacted the successful execution of strategies. However, a notable research gap was identified in the limited exploration of the role of external stakeholders, such as donors and government agencies, in shaping the relationship between organizational structures and strategy implementation.

2.3.4 Cultural Practices and Service Delivery

In Hofstede’s study in 2018, he developed a framework for understanding cultural dimensions, including power distance, individualism vs collectivism, masculinity vs femininity, uncertainty avoidance, and long-term vs short-term orientation. Although not directly focused on NGOs, the study laid the groundwork for understanding how cultural differences might impact organizational dynamics. The methodology involved surveys and data analysis across multiple countries, revealing cultural variations that could significantly influence strategy implementation. However, a research

gap exists in the need for more specific investigations into how these cultural dimensions affect NGOs' ability to implement strategies effectively on an international scale.

Building on Hofstede's work, Chris *et al.*, (2019) conducted a cross-cultural study exploring the influence of national culture on the management of multinational corporations. The research employed a mixed-method approach, combining surveys and in-depth interviews. Findings indicated that cultural practices significantly impacted the strategic decisions and implementation processes of multinational corporations. While not directly applicable to NGOs, the study underscores the importance of considering cultural factors in organizational strategy. However, an evident research gap lies in the lack of specific insights into the unique challenges and opportunities faced by NGOs operating in diverse cultural contexts.

Turning to regional perspective, Ofori and Aryeety (2021) conducted a study examining the influence of cultural factors on organizational behaviour in Ghana. Employing both qualitative and quantitative methods, the researchers explored the impact of collectivism, hierarchical structures, and communication styles on organizations. The findings highlighted the significance of understanding and incorporating cultural practices into organizational strategies. However, a research gap lies in the limited generalizability to other African countries, including Kenya, and the absence of a direct exploration of the link between these cultural factors and strategy implementation within NGOs.

A pertinent local study by Mwangi and Ikiara (2019) delved into the influence of cultural practices on organizational performance in Kenyan Corporations. Utilizing a qualitative research design, the study examined cultural dimensions such as teamwork, leadership styles, and communication patterns. The findings emphasized the critical role of culture in shaping organizational outcomes. However, the research gap emerges in the absence of a specific focus on NGOs and the intricacies of strategy implementation within the unique Kenyan cultural context.

2.4 Summary of Literature Reviewed and Research Gaps

Table 2.1: Summary of Literature Reviewed and Research Gaps

Author(s)/ Year	Title of the Study	Findings	Research Gap
Ofori (2022)	Organizational Structure and Performance of Construction Firms in Ghana	Findings highlighted that a more decentralized organizational structure positively correlated with improved performance in strategy implementation	Lack of consideration for the specific nuances of NGOs or the broader non-profit sector
Mintzberg (2020)	The organizational structure and its impact on implementation	Findings indicated that different structures led to varying degrees of success in strategy implementation	Lack of quantitative approach, limiting the generalizability of the findings
Nzomo & Kamau (2019)	The relationship between funding levels, funding commitments, and strategy implementation in non-governmental organizations across East Africa	The study found that the availability of financial resources significantly influenced the successful execution of strategies	The research highlighted a gap in the understanding of how regional peculiarities, such as variations in political and economic landscapes, influence the impact of funding commitments on strategy implementation in African NGOs
Chen & Huang (2019)	The relationship between staffing levels, staff technical capacity, and strategy implementation in SMEs in China was examined.	The findings highlighted a positive correlation between higher staffing levels and successful strategy implementation, emphasizing the importance of having an adequate workforce.	Lack of consideration for cultural nuances that might impact strategy execution in diverse international settings
Gupta & Singh (2018)	The relationship between funding levels and strategy implementation in non-profit organizations	The results indicated that higher funding levels positively influenced the successful implementation of strategies, with well-funded organizations	The need for a more granular examination of the types and sources of funding commitments that contribute most

	across the United States and Asia	demonstrating greater adaptability and resilience	significantly to successful strategy implementation
Waweru & Muriuki (2018)	The relationship between staffing levels and overall employee performance within various manufacturing industries was explore	The research highlighted the importance of tailoring strategies to the local context and recognizing the unique challenges faced by Kenyan manufacturing industries	Limited consideration of the temporal dimension
Lawrence & Lorsch (2017)	Differentiation and Integration in Complex Organizations	The study found that a balance between differentiation (specialization) and integration (coordination) is critical for effective strategy implementation	Limited consideration of external factors influencing the relationship between structure and strategy
Young et al. (2016)	Strategic Management of External Relations	The findings emphasized the pivotal role of financial resources in overcoming implementation challenges	Understanding the nuanced ways in which diverse funding commitments,
Amankwah-Amoah (2016)	The impact of staffing levels and staff technical capacity on strategy implementation in non-profit organizations in Nigeria	The study emphasized the need for context-specific approaches, given the diverse socio-economic conditions in Nigeria	Generalizability of findings across the African continent, calling for more nuanced investigations into specific countries
Hitt, Ireland & Lee (2016)	The dynamics between staffing, technical expertise and strategy implementation in multinational corporations	The study revealed that while increased staffing levels were positively associated with successful strategy implementation, the technical expertise of the workforce played a crucial role in mediating this relationship	The limited attention given to the contextual variations across different industries within the international scope
Kamau & Gatugi (2015)	Organizational Structures and Strategy Implementation in Non-Governmental	Organizational structure positively impacted the successful execution of strategies	Limited exploration of the role of external stakeholders, such as donors and government agencies, in shaping the relationship between organizational

2.5 Conceptual Framework

Mugenda and Mugenda (2003) define a conceptual framework as a written or visual representation of an expected relationship between variables. It illustrates what the researcher expects to find throughout the study and defines the relevant variables for a study and maps out how they might relate to each other.

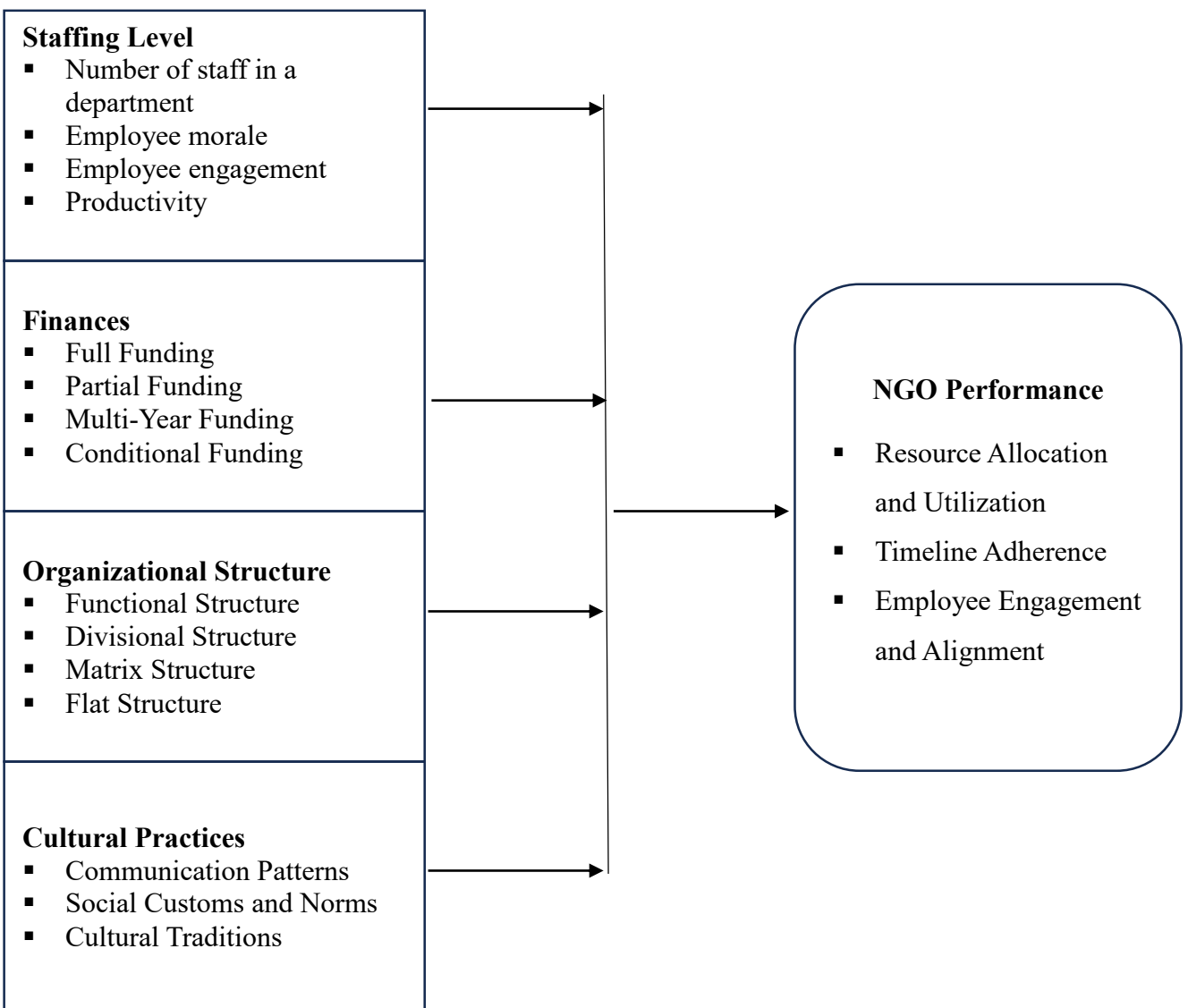


Figure 2.1: Conceptual Framework

Source: **Researcher (2025)**

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter encompasses the research design, target population, sampling design and sample size, data collection instruments, pilot study, data collection procedure, data analysis and ethical considerations.

3.2 Research Design

The study utilized a design of descriptive research. This is because Saunders, Lewis and Thornhill (2009) refer the design as involving observation and description of methods in statistics on the behavior of cases without affecting them in any way. This design was more appropriate as it bought out the impact of organizational resources on the successful implementation of strategies among non-governmental organizations in Kenya. The design was also of great importance to this study as it would provide data that is enough from a large sample and also allows collecting data that is quantitative and qualitative. In this case, utilization of this design allowed collection of data and its presentation as per the respondents' views without changing them.

3.3 Target Population

Mugenda and Mugenda (2003) observe that population comprises of all the cases with similar characteristics that are to be studied. This study was carried out in the national council for non-governmental organizations in Nairobi City County, Kenya. The unit of observation was 90 employees working with the national council for non-governmental organizations in Nairobi City County, Kenya comprising of 25 senior level managers and 65 middle level managers as presented in table 3.1. The decision to survey only top and mid-level management was grounded in the fact that they are directly involved in strategy formulation, resource allocation, crisis response, and implementation of organizational resilience mechanisms.

Table 3.1: Target Population

Department	Population	Percentage
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Senior level managers	15	16.8%
Middle level managers	65	72.2%
Total	90	100%

Source: Research Data (2024)

3.4 Sampling Design and Sample Size

The establishment of the representativeness of the sample for the generalization is crucial, and this is underscored by the significance of sampling design and sample size determination (Kombo & Trompt, 2006). A census of 90 respondents was carried out since the population is small.

3.5 Data Collection Instruments

Primary data for this study were collected using a structured questionnaire, which is widely recognized as an effective tool for gathering quantitative information in organizational research (Orodho, 2005). Questionnaires allow respondents to interpret items independently and provide accurate information based on their experiences, making them suitable for staff working within the National Council for NGOs, who are familiar with the organization’s operational processes. The instrument was designed to capture both factual and perceptual data related to strategy implementation practices and service delivery, enabling the study to generate reliable, comparable, and analyzable responses across all participants.

The questionnaire was organized into five sections, each aligned to a specific component of the study. Section A captured demographic and background information about respondents. Section B focused on staffing levels and measured factors such as adequacy, competence, and workload distribution. Section C assessed financial resources, including availability, allocation efficiency, and adequacy for operational needs. Section D examined organizational structure, specifically the clarity of roles, reporting lines, and decision-making procedures. Section E addressed cultural practices, looking at organizational norms, values, communication patterns, and teamwork. Each section used a five-point

Likert scale to measure respondents' perceptions and experiences, ensuring consistency with quantitative analysis requirements and alignment with the study's specific objectives.

3.6 Validity of Research Instruments

Validity is seen as the level at which items in the questionnaires are appropriate and accurate in attaining what it is meant to measure (Orodho, 2005). There are four types of validity; content, face, criterion and construct validity. This study adopted content validity. This validity describes how well the items represent the full domain of the test. In this study, content validity was evaluated by involving the supervisor as the research expert to rate the questionnaire items based on their relevance and representativeness to the content domain. To produce valid results, the content of the questionnaires was ensured that they covered all relevant parts of the subject it aims to measure

3.7 Reliability of Research Instruments

Reliability is the extent to which the research findings are consistent and accurate over a period of time and it is a representation of the total population resulting to the same results over and over on every trial. In this research reliability was measured using Cronbach's alpha test through getting a correlation coefficient. According to Reid, Stone, Brown, Caglar and Kobayashi (2012) determining the reliability involves assessing each item in a questionnaire and obtaining scores from each of them then look at the consistency of the results. Reid, Stone, Brown, Caglar and Kobayashi (2012) further observe that items are said to be reliable if the resulting coefficient is 0.7 or more. In regard to this, this study achieved a correlation coefficient of 0.764 as shown in Table 3.2.

Table 3.2: Reliability Test Results

Variable	Correlation coefficient	Remarks
Staffing level	0.785	Reliable
Finances	0.772	Reliable
Organizational structure	0.709	Reliable
Cultural practices	0.773	Reliable
Service delivery	0.794	Reliable

Source: Pilot Study (2025)

The results indicate that the study achieved an aggregate score of 0.767 which meant that the questionnaire items were reliable.

3.8 Data Collection Procedure

Approval was requested from the NGO authority in order to conduct the research, Kenyatta University, and the National Commission for Science, Technology and Innovation (NACOSTI). Questionnaires were self-administered which means that respondents were responsible for completing the questionnaire on their own, without the presence or assistance of a researcher. Participants were given clear instructions on how to complete the questionnaire and had the opportunity to ask any clarifying questions before beginning

3.9 Data Analysis and Presentation

The data collected was quantitative. Quantitative data was analyzed through both descriptive and inferential data analysis. Descriptive statistical analysis such as mean and standard deviation was used in analyzing the quantitative data which was presented in terms of tables and figures. These were generated using Statistical Package for Social Sciences (SPSS) version 26.0. Multiple regression analysis was done in establishing the relationship between variables in which the equation was described as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Whereby Y= Strategy Implementation

X = Staffing Level and Staff Technical Capacity

X₂= Funding Level and Funding Commitments

X₃= Organizational Structure

X₄ = Cultural Practices

$\beta - \beta_4$ are coefficients of determination

ε is the error term

To address the various types of bias estimates that may occur during the course of the analysis, the proposed model was tested with the aid of regression analysis methods, hence certain assumptions must be met with this technique. In addition to performing linearity, normality, and multi-collinearity tests, the researcher considered diagnostics analysis to be important.

The linear relationship between the predicting construct and the outcome construct explains the linear relationship between the two. Positive or negative correlation coefficients can be found to explain the relationship between predicting variables and outcome variables. There are two types of relations: the direct relationship between increasing one unit of one variable and increasing another, and the inverse relationship between decreasing one unit of one variable and increasing another. To determine whether this study's constructs were linearly associated, Pearson's correlation coefficient was used (Field, 2013).

3.10 Ethical Consideration

The aim of the study was communicated to the respondents and they were assured that information sought from them was secretly kept. The research sought approval from the National Commission for Science, Technology and Innovations (NACOSTI) and Kenyatta University before commencing the study. None of the respondents were allowed to put their personal information in the questionnaire. The study respondents were given adequate information on the aims of the research, the procedure that was followed, the credibility of the researcher and the way in which the results will be used. This was done to enable them to make an informed decision on whether they wanted to participate in the study or not. Participants' confidentiality was not compromised as they were not given an option to indicate their names and questions.

CHAPTER FOUR RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the findings of data obtained from the field using questionnaires. Analysis of data was done using descriptive analysis and inferential analysis and the results are presented in tables and figures.

4.2 Response Rate

The response rate was analyzed on the basis of the proportion of the questionnaires that were administered to various categories of the respondents and the response rate is presented in Table 4.1.

Table 4.1: Response Rate

Category	Respondent	Percentage
Returned questionnaires	85	94.4
Unreturned questionnaires	5	5.6
Total	90	100

Source: Research Data (2025)

The results as presented in Table 4.1 above show that the overall response rate was at 94.4%. Mugenda and Mugenda (2003) contend that a response rate of 50% and above is adequate for analysis. Therefore, the overall response rate at 94.4% was sufficient for making conclusions and generalization from the sample measures.

4.3 Respondents' Background Information

The study sought to establish the demographic data of the respondents based on gender, age category, education level and number of years in employment. The findings are presented as follows.

4.3.1 Gender

The results of the respondents' gender presentation in the study are presented in Figure 4.1.

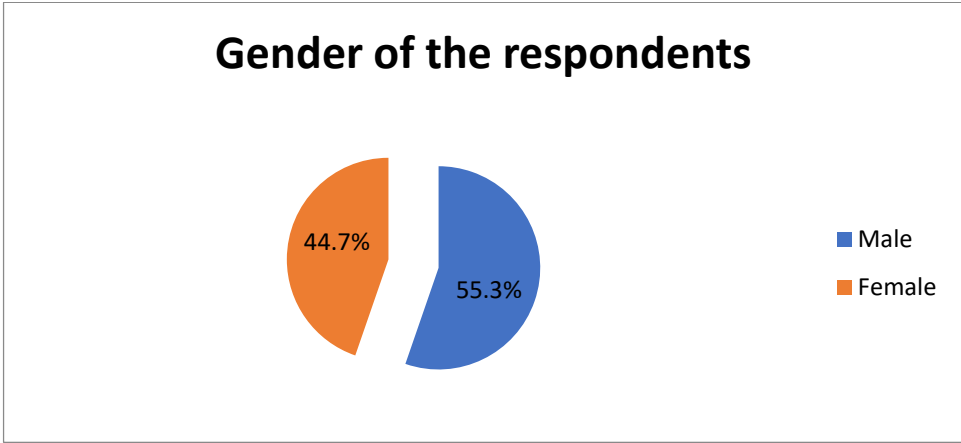


Figure 4.1: Gender

Source: Research Data (2025)

According to the findings in Figure 4.1 above, majority of the respondents were male as demonstrated by a proportion of 55.3%. On the other hand, female respondents constituted 44.7% of the questionnaires that were received. These results indicate that there was a fair representation of both genders in this research.

4.3.2 Age Category

The results of the respondents’ age presentation in the study are presented in Table 4.2 below

Table 4.2: Respondents’ Age

Years	Frequency	Percentages
Less 30 years	9	10.6
30 to 39 years	25	29.4
40 to 49 years	32	37.6
50 years and above	19	22.4
Total	85	100

Source: Research Data (2025)

According to the findings in Table 4.2 above, majority of the respondents were between the ages of 40 and 49 years as demonstrated by 37.6%, 29.4% between 30 to 39 years, 22.4% 50 years and above and 10.6% of the respondents were aged below 30 years. These results illustrate that the various age brackets of the respondents were engaged in the study process.

4.3.3 Highest Education Level

The results of the respondents' education status presentation in the study are presented in Figure 4.2 below.

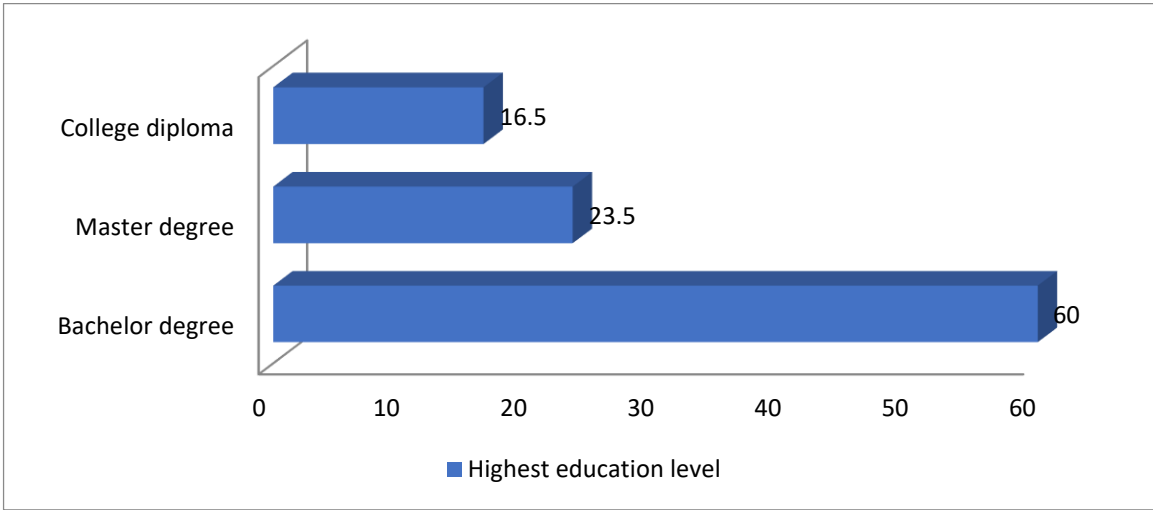


Figure 4.2: Highest Education Level

Source: Research Data (2025)

The results displayed in Figure 4.2 above show that majority of the respondents had attained a bachelor's degree as their highest level of education at 60.0%, 23.5% had master's degree whereas the respondents with college diploma as the highest level of education comprised the smallest proportion at 16.5%. In this case, majority of the respondents can be confirmed to be qualified and have the requisite level of literacy to perform their specific tasks in the organization and deliver on the services required.

4.3.4 Job Experience

The results of the respondents’ number of years in employment presentation in the study are presented in Table 4.3 below.

Table 4.3: Job Experience

Years	Frequency	Percentage
Less 7 years	12	14.1
8 to 12 years	30	35.3
13 to 19 years	25	29.4
20 and above years	18	21.2
Total	85	100

Source: Research Data (2025)

The results as illustrated in Table 4.3 above show that the majority (35.3%) of the respondents had been in the organization for a period ranging from 8 to 12 years, 29.4% between 13 to 19 years, 21.2% for more than 20 years and 14.1% for less than 7 years. These findings implies that the respondents engaged in the study had a varied work experience necessary to deliver on their work-related mandate.

4.4 Descriptive Statistics Results

The descriptive analysis results were done using mean and standard deviation and presented using tables. Responses were rated as Strongly Agree (SA) = 5, Agree (A) =4, Neutral (N) = 3, Disagree (D) =2, and strongly Disagree (SD) = 1 while M= Mean and std.Dev = Standard Deviation. The results are discussed as follows:

4.4.1 Staffing Level

The first research objective sought to assess the influence of staffing level on service delivery in national council for non-governmental organizations in Nairobi City County, Kenya. The descriptive statistics results obtained are presented in Table 4.5 below.

Table 4.5: Staffing Level

Statements	SD	D	N	A	SA	M	St.dev
	(%)	(%)	(%)	(%)	(%)		
Technical expertise ensures that services are delivered consistently and meet established standards, leading to higher customer satisfaction	5.3	4.0	2.5	34.1	54.1	4.15	0.849
Technical skills enable staff to analyze customer data effectively, allowing for tailored services that meet individual needs	11.8	7.1	0	28.2	52.9	3.97	1.028
Continuous learning and adaptability ensures that employees are up-to-date with the latest industry trends, technologies, and best practices	0	0	0	41.2	58.8	4.62	0.377
Continuous learning and adaptability includes flexible learning options, such as online courses or workshops, allowing employees to learn at their own pace	18.8	10.6	5.9	22.4	42.3	4.11	0.890
Cross-functional skills promote better collaboration among teams	3.5	2.4	1.2	32.9	60	4.37	0.629
Employees with cross-functional skills approach problems from multiple perspectives	7.1	7.1	0	32.9	52.9	3.99	1.010
Aggregate score	7.8	5.2	1.6	31.9	53.5	4.20	0.797

Source: Research Data (2025)

The results in Table 4.5 above indicate agreement among participants on the importance of staffing levels for service delivery within the National Council for NGOs in Nairobi City County, Kenya. The high mean score of 4.20 reflects positive agreement, while a low standard deviation of 0.797 shows uniformity in opinions. Notably, 85.5% of respondents agreed on the link between staffing

and effective service provision, highlighting a shared understanding of the challenges faced by NGOs with inadequate staffing. On the other hand, the small percentages of neutral (1.6%) and disagreeing (14.9%) respondents suggest a minority viewpoint or possible lack of awareness about staffing implications. The findings suggest that prioritizing staffing enhancements could significantly improve service delivery outcomes for the National Council for NGOs, providing a basis for advocating increased resources and support. The findings agree with Chen and Huang (2019), research on the relationship between staffing levels, staff technical capacity, and strategy implementation in SMEs in China was examined. The findings highlighted a positive correlation between higher staffing levels and successful strategy implementation, emphasizing the importance of having an adequate workforce.

4.4.2 Finances

The second research objective sought to determine the influence of finances on service delivery in national council for non-governmental organizations in Nairobi City County, Kenya. The descriptive statistics results obtained are presented in Table 4.6 below.

Table 4.6: Finances

Statements	SD	D	N	A	SA	M	St.dev
	(%)	(%)	(%)	(%)	(%)		
Full funding allows organizations to invest in high-quality resources, training, and technology, leading to better service outcomes	7.1	3.5	0	36.5	52.9	4.52	0.488
Full funding sources provide a stable financial foundation, reducing the risk of sudden budget cuts or financial crises that can disrupt services	10.6	4.7	2.4	25.9	56.4	3.68	1.327
Partial funding facilitate collaborations with other organizations, government agencies, and community stakeholders, leading to more comprehensive service delivery	15.3	5.9	0	27.1	51.7	3.57	1.43
Partial funding enables organizations to respond effectively to the specific needs of the communities they serve, leading to greater overall impact	4.7	11.8	3.5	18.8	61.2	4.26	0.74
Adequate financial resources allow organizations to invest in modern technology and infrastructure, which can streamline operations and improve service delivery	3.5	5.9	0	30.6	60	4.56	0.439
Financial resources enable organizations to invest in training programs for employees to be able to provide high-quality services	0	2.4	0	28.2	69.4	4.65	0.349
Aggregate score	6.9	5.7	0.9	27.9	58.6	4.21	0.796

Source: Research Data (2025)

The results in Table 4.6 above indicate agreement among participants on the vital role of financial resources in enhancing service delivery for NGOs in Nairobi City County, Kenya. With an average mean score of 4.21, respondents generally view financial resources as essential for operational success. The low standard deviation of 0.796 reflects a consistent agreement among participants, likely shaped by their sector experiences. Notably, 86.5% of respondents agreed on the necessity of adequate funding for NGOs, highlighting a collective recognition of the challenges in securing financial resources and their impact on service delivery. In contrast, only 0.9% remained neutral and 12.6% disagreed, indicating a minority perspective that does not significantly challenge the overall agreement. The findings agree with Gupta and Singh (2018) research who explored the relationship between funding levels and strategy implementation in non-profit organizations across the United States and Asia. The results indicated that higher funding levels positively influenced the successful implementation of strategies, with well-funded organizations demonstrating greater adaptability and resilience.

4.4.3 Organizational Structure

The third research objective sought to determine the influence of organizational structure on service delivery in national council for non-governmental organizations in Nairobi City County, Kenya. The descriptive statistics results obtained are presented in Table 4.7 below.

Table 4.7: Organizational Structure

Statements	SD	D	N	A	SA	M	St.dev
	(%)	(%)	(%)	(%)	(%)		
A functional structure provides clear reporting lines, which can streamline decision-making processes	8.2	3.5	0	37.6	50.7	3.91	1.089
Functional structures allow organizations to develop specific performance metrics for each department	17.4	10.6	3.7	27.1	41.2	4.36	0.638
Divisional structures allow teams to develop specialized knowledge and skills relevant to their specific market or product, leading to higher quality service delivery	3.5	12.9	0	31.8	51.8	4.55	0.447
Divisional structures often lead to clearer communication pathways, reducing misunderstandings and enhancing coordination in service delivery	4.7	8.2	5.9	34.1	47.1	4.29	0.709
The matrix structure allows organizations to quickly adapt to changing market conditions or customer needs	20	15.2	7.1	21.2	36.5	3.84	1.158
The matrix structure allows for the development of tailored solutions that meet the unique needs of different customer segments, enhancing overall service quality	12.9	9.4	0	25.9	51.8	4.53	0.470
Aggregate score	11.1	10	2.8	29.6	46.5	4.25	0.752

Source: Research Data (2025)

The results presented in Table 4.7 above reveals that the participants reached an agreement on all statements regarding the influence of organizational structure on service delivery within the National Council for Non-Governmental Organizations in Nairobi City County, Kenya. This is evidenced by

an aggregate mean score of 4.25 and a standard deviation of 0.752, with 76.1% of respondents expressing agreement, 2.8% remaining neutral, and 21.1% indicating disagreement. The finding indicates a clear perception among the majority of participants that a well-defined organizational structure is essential for optimizing service delivery in the context of NGOs. The findings are in line with Mintzberg (2020) who confirmed that having the right organizational structure and enables implementation of strategy and service delivery. The findings indicated that different structures led to varying degrees of success in strategy implementation.

4.4.4 Cultural Practices

The fourth research objective sought to determine the influence of cultural practices on service delivery in national council for non-governmental organizations in Nairobi City County, Kenya. The descriptive statistics results obtained are presented in Table 4.8 below.

Table 4.8: Cultural Practices

Statements	SD	D	N	A	SA	M	St.dev
	(%)	(%)	(%)	(%)	(%)		
Cultural practices create a sense of belonging among employees, making them feel valued and appreciated	14.1	4.7	7.1	32.9	41.2	3.66	1.340
A strong organizational culture encourages open communication, allowing employees to share ideas and feedback freely	5.9	2.5	2.4	42.1	47.1	4.07	0.930
Cultural practices help align employees with the organization's mission and values, ensuring that everyone is working towards common goals	11.8	0	0	37.6	50.6	4.52	0.479
Organizations with a strong cultural foundation are often more adaptable to change, allowing them to respond quickly to market demands and customer feedback	0	0	0	35.3	64.7	4.57	0.43
A strong organizational culture enhances the company's reputation as a desirable place to work, attracting top talent and improving overall service delivery	3.5	3.5	3.5	58.8	30.7	3.97	1.029
A strong cultural foundation enable the organization to often be more adaptable to change	7.1	1.2	4.7	16.5	70.5	3.76	1.240
Aggregate score	7.1	1.9	2.9	37.3	50.8	4.09	0.908

Source: Research Data (2025)

The finding presented in Table 4.8 above reveals that the participants reached an agreement on all statements regarding the influence of cultural practices on service delivery within the National Council for Non-Governmental Organizations in Nairobi City County, Kenya. This is evidenced by

an aggregate mean score of 4.09 and a standard deviation of 0.908, with 88.1% of respondents expressing agreement, 2.9% remaining neutral, and 9.0% expressing disagreement. These findings emphasize the need for NGOs to incorporate cultural awareness into their models to enhance effectiveness and responsiveness to community needs, while also pointing to opportunities for further research on integrating cultural practices into strategic planning. The findings agree with Ofori and Aryeety (2021) who conducted a study examining the influence of cultural factors on organizational behaviour in Ghana and highlighted the significance of understanding and incorporating cultural practices into organizational strategies.

4.4.5 Service Delivery

The study sought to investigate the service delivery in national council for non-governmental organizations in Nairobi City County, Kenya. The descriptive statistics results obtained are presented in Table 4.9 below.

Table 4.9: Service Delivery

Statements	SD	D	N	A	SA	M	St.dev
	(%)	(%)	(%)	(%)	(%)		
There is improved resource allocation and utilization	30.6	36.5	0	11.7	21.2	3.12	1.88
Services are offered with the set timeline	41.2	23.5	7.1	10.6	17.6	3.04	1.86
There is increased employee engagement and alignment	22.4	18.8	11.8	23.5	23.5	2.98	2.02
Aggregate score	31.4	26.3	6.3	15.2	20.8	3.05	1.92

Source: Research Data (2025)

The results presented in Table 4.9 above reveals that the participants maintained a neutral perspective regarding all statements related to service delivery within the National Council for Non-Governmental Organizations in Nairobi City County, Kenya. This is evidenced by an aggregate mean score of 3.05 and a standard deviation of 1.92. Specifically, 36.0% of respondents expressed

agreement, 6.3% remained neutral, while 57.7% disagreed. The results reveal significant challenges for the National Council for NGOs in meeting the expectations of its constituents, as evidenced by the high disagreement rate and neutral responses. The findings are in contrary to research by Muriuki *et al.*, (2022) who emphasizes that successful service delivery by NGOs requires a strategic approach that considers the diverse needs of the target beneficiaries and the unique socio-cultural contexts in which they operate.

4.5 Regression Analysis Results

Regression analysis was carried out to show how the variables related to each other. The findings are presented in Table 4.10, 4.11 and 4.12.

Table 4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.859	0.738	0.675	1.0351

Source: Research Data (2025)

The model results summary reveals a strong positive correlation (R = 0.859) between independent variables and service delivery. This indicates that improvements in these factors lead to enhanced service delivery. The R square value of 0.738 shows that about 73.8% of the variance in service delivery is explained by the model, underscoring the importance of these factors for the National Council for NGOs in Nairobi City County. The remaining 26.2% suggests other influencing factors warranting further research. The adjusted R square of 0.675 refines the model's explanatory power, ensuring it accurately reflects the relevance of the predictors. Additionally, a standard error of 1.0351 indicates that the model's predictions closely align with actual values, enhancing reliability.

Table 4.11: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	121.364	4	30.341	38.234	0.003

Residual	63.485	80	0.7936
Total	184.849	84	

Source: Research Data (2025)

The results as indicated in Table 4.11 above indicate that the significance value of 0.003 indicates that the regression model was highly significant in predicting the model concerning the influence of staffing level, finances, organizational structure and cultural practices on service delivery. The F calculated at 5% level of significance was 38.234 since F calculated is greater than the mean square value (30.341), this shows that the overall model was significant.

Table 4.12: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	0.638	0.301		2.119	0.003
Staffing level	0.779	0.215	0.0531	3.623	0.002
Finances	0.801	0.322	0.0644	2.488	0.001
Organizational structure	0.785	0.297	0.0712	2.643	0.003
Cultural practices	0.793	0.264	0.0469	3.004	0.003

Source: Research Data (2025)

The findings in Table 4.12 above shows the constant value of (0.638) which indicate the value at which the service delivery in national council for non-governmental organizations in Nairobi City County, Kenya would be when the independent variables (staffing level, finances, organizational structure and cultural practices) are held constant. The regression value indicate that when the staffing level, finances, organizational structure and cultural practices are improved they would improve the service delivery in national council for non-governmental organizations in Nairobi City County, Kenya by 0.779, 0.801, 0.785 and 0.793 respectively. Therefore, the regression equation is as follows;

$$Y = 0.638 + 0.779 X_1 + 0.801 X_2 + 0.785 X_3 + 0.793 X_4 + \varepsilon$$

Whereby Y= Strategy Implementation

X_1 = Staffing Level

X_2 = Finances

X_3 = Organizational Structure

X_4 = Cultural Practices

The beta coefficient for staffing levels was 0.0531, with a significance value of 0.002, indicating a positive relationship between staffing and service delivery effectiveness within the National Council for NGOs in Nairobi City County, Kenya. This suggests that increasing staff numbers can enhance the quality and quantity of services provided. The low p-value of 0.002 confirms the statistical significance of this relationship, emphasizing the need for investment in human resources. The findings agree with the finding of a study by Hitt, Ireland and Lee (2016) who highlighted the dynamics between staffing, technical expertise and strategy implementation in multinational corporations. The study revealed that while increased staffing levels were positively associated with successful strategy implementation, the technical expertise of the workforce played a crucial role in mediating this relationship.

The correlation between financial resources and service delivery within the National Council for Non-Governmental Organizations in Nairobi City County, Kenya, was determined to have a beta coefficient of 0.0644 and a significance level of 0.001. This indicates that there is a positive correlation between the two variables. This also suggests that as financial resources increase, there is a corresponding improvement in service delivery outcomes. The findings concur with Gupta and Singh (2018) who explored the relationship between funding levels and strategy implementation in non-profit organizations across the United States and Asia. The results indicated that higher funding levels positively influenced the successful implementation of strategies, with well-funded organizations demonstrating greater adaptability and resilience.

The impact of organizational structure on service delivery within the National Council for Non-Governmental Organizations in Nairobi City County, Kenya, was determined to have a beta value of

0.0712 and a significance value of 0.003. This finding confirms a positive relationship between organizational structure and service delivery, suggesting that as the effectiveness or clarity of the organizational structure improves, the quality and efficiency of service delivery also tend to increase. The findings agree with Lawrence and Lorsch (2017) who conducted a study on “Differentiation and Integration in Complex Organizations,” focusing on how differentiation and integration within organizational structures impact strategy execution. The study found that a balance between differentiation (specialization) and integration (coordination) is critical for effective strategy implementation.

The impact of cultural practices on service delivery within the National Council for Non-Governmental Organizations in Nairobi City County, Kenya, was determined to have a beta value of 0.0469 and a significance value of 0.003. The finding indicates a positive relationship between cultural practices and service delivery outcomes. This suggests that as cultural practices become more integrated into the operational frameworks of NGOs, there is a corresponding improvement in the quality and effectiveness of the services provided. The findings is consisted with Ofori and Aryeety (2021) who conducted a study examining the influence of cultural factors on organizational behaviour in Ghana. The findings highlighted the significance of understanding and incorporating cultural practices into organizational strategies.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section presents the summary of the findings, conclusions, recommendations for policy and practice and further studies suggestion.

5.2 Summary of the Study

The general objective of this study was to investigate the influence of strategy implementation practices on service delivery in national council for non-governmental organizations in Nairobi City County, Kenya. The strategy implementation practices studied were; staffing levels, finances, organizational structure and cultural practices. Data collection was conducted through the use of questionnaires. The analysis employed descriptive statistics alongside multiple regression analysis techniques. Below is a summary of the findings.

The study sought to assess the influence of staffing level on service delivery in national council for non-governmental organizations in Nairobi City County, Kenya. The study revealed a positive significant relationship between staffing level and service delivery as evidenced by beta value ($\beta=0.0531$, $p<0.05$). Ongoing education and flexibility enable employees to remain informed about the most recent industry developments, technologies, and optimal practices. Interdisciplinary skills enhance collaboration across teams. Proficient technical knowledge guarantees that services are provided consistently and adhere to set standards, resulting in increased customer satisfaction.

The study sought to determine the influence of finances on service delivery in national council for non-governmental organizations in Nairobi City County, Kenya. The study revealed that finances had a positive significant influence on service delivery in national council for non-governmental organizations in Nairobi City County, Kenya as shown by beta value ($\beta=0.0644$, $p<0.05$). Comprehensive funding allows organizations to invest in quality materials, training, and technology, leading to better service outcomes. In contrast, limited funding is a hinderance to organization's meeting specific community needs, and creating overall impact. Adequate financial resources enable

investments in modern technology and infrastructure, optimizing operations and service delivery, while also supporting employee training programs for high-quality services.

The study sought to establish the influence of organizational structure on service delivery in national council for non-governmental organizations in Nairobi City County, Kenya. The organizational structure was found to have a positive significance influence on service delivery as indicated by beta value ($\beta=0.0712$, $p<0.05$). Functional structures allow organizations to set specific performance indicators for each department. Divisional structures foster specialized expertise for particular markets or products, improving service quality and communication. The matrix structure enables tailored solutions for different customer segments, further enhancing service quality.

The study sought to assess the influence of cultural practices on service delivery in national council for non-governmental organizations in Nairobi City County, Kenya. The study achieved a beta value ($\beta=0.0469$, $p<0.05$) revealing that the two variables had a positive significant influence. An effective organizational culture fosters open communication, enabling employees to share ideas and feedback. It aligns them with the organization's mission and values, focusing on shared objectives. Companies with a strong culture are more adaptable to change, responding quickly to market demands. Additionally, a robust culture enhances reputation, attracting top talent and improving service quality.

5.3 Conclusions of the Study

The study concludes that adequate staffing ensures that there are enough personnel to handle the volume of work, leading to timely and efficient service delivery. With appropriate staffing levels, NGOs can employ specialists in various fields, which enhance the quality of services provided. A well-staffed organization can respond more swiftly to the needs of the community, adapting services to meet emerging challenges and demands. More staff means that programs can be managed more effectively, with dedicated personnel overseeing specific initiatives, leading to better outcomes. A larger team focus on fundraising and resource mobilization efforts, ensuring that the organization has the necessary funds and resources to operate effectively.

The study concludes that financial resources allow the Council to expand its operational capacity, enabling it to reach more beneficiaries and provide a wider range of services. With adequate funding, the Council can invest in training, technology, and infrastructure, leading to improved service quality. Financial resources enable the Council to plan and implement long-term programs rather than relying on short-term projects, ensuring sustained impact in the community. Financial resources are used to train staff and volunteers, enhancing their skills and effectiveness in service delivery. Financial resources facilitate community engagement initiatives, allowing local populations to participate in decision-making processes regarding the services they receive.

The study concludes that a clear organizational structure delineates roles and responsibilities, ensuring that each member understands their specific duties. This clarity minimizes confusion and overlaps, leading to more efficient service delivery. A structured organization facilitates better communication channels, ensuring that information flows efficiently between different levels and departments. This is vital for timely decision-making and responsiveness to community needs. A well-defined structure promotes collaboration among various departments and teams, leading to integrated service delivery. This is particularly important for NGOs that often work on multifaceted issues requiring a coordinated approach.

The study concludes that cultural practices facilitate partnerships with local leaders and community groups, enhancing collaboration and resource sharing. Recognizing and integrating diverse cultural practices help NGOs address the needs of marginalized groups, ensuring that no one is left behind. Cultural practices often encompass traditional knowledge and skills that can be harnessed for capacity building. NGOs can leverage this knowledge to train community members, enhancing local capabilities. Integrating cultural practices into service delivery help preserve local traditions and heritage, contributing to sustainable development and community identity.

5.4 Recommendations of the Study

The study recommends that the NGOs should evaluate the current staffing levels against the service delivery demands. Identify gaps in skills, roles, and responsibilities. Develop competitive compensation packages that include salary, benefits, and opportunities for professional development. Implement regular training sessions to enhance the skills of existing staff, focusing on areas such as project management, fundraising, and community engagement. Create a supportive and inclusive workplace culture that values diversity and encourages collaboration. Regularly solicit feedback from staff and involve them in decision-making processes to enhance job satisfaction and retention.

The study recommends that the NGOs should organize regular training sessions for staff and stakeholders on financial management best practices, budgeting, and reporting. Invest in reliable financial management software that can streamline budgeting, accounting, and reporting processes. Ensure that different individuals are responsible for different aspects of financial transactions to reduce the risk of fraud. Involve stakeholders in the budgeting process to ensure that financial resources are allocated according to the needs of the community. Establish a routine for financial reporting that includes detailed breakdowns of income and expenditures, which can be shared with stakeholders.

The study recommends that the NGOs should define roles and responsibilities within their structures to ensure accountability and effective decision-making and create comprehensive policies that guide operations, including conflict of interest, transparency, and ethical standards. Implement training programs for staff and volunteers on project management, fundraising, and monitoring and evaluation. Foster community participation in program design and implementation to ensure services meet local needs. Encourage NGOs to explore various funding sources, including grants, donations, and social enterprises, to reduce dependency on a single funding stream. Leverage technology to enhance service delivery, such as using mobile applications for outreach and communication.

The study recommends that the NGOs should implement programs that promote awareness and appreciation of cultural diversity, helping staff to engage more effectively with different communities. Involve community members in the planning and implementation of services. This ensures that the services are culturally relevant and meet the actual needs of the community. Design programs that are sensitive to the cultural practices of different communities. This may include adapting communication styles, service delivery methods, and outreach strategies. Partner with local cultural organizations, community-based groups, and traditional leaders to enhance the cultural relevance of services and create networks among NGOs to share best practices and experiences related to culturally sensitive service delivery.

5.5 Suggestions for Further Study

Future studies should explore additional strategy implementation practices that were not captured within the scope of this study but may have a significant influence on service delivery within the National Council for NGOs. Variables such as leadership style, monitoring and evaluation systems, technology adoption, stakeholder engagement, and governance mechanisms may offer deeper insights into how strategic decisions translate into service-delivery performance. Examining these additional constructs would help address the existing conceptual gap and broaden the theoretical understanding of strategy implementation within Kenya's NGO regulatory environment.

Further research should also consider expanding the scope beyond the National Council for NGOs in Nairobi City County to other counties or to different types of organizations that play a complementary role in community service delivery. Comparative studies involving public agencies, faith-based organizations, community-based organizations, or international NGOs could provide contextual variations that enrich the interpretation of strategy-implementation outcomes. Such cross-organizational or cross-county analyses would help determine whether the challenges identified in this study are unique to the National Council for NGOs or reflect broader systemic patterns across the non-profit sector.

Methodologically, future studies may benefit from employing mixed-methods or longitudinal research designs to capture both quantitative trends and qualitative insights on strategy implementation over time. For example, incorporating interviews, case studies, or focus group discussions may uncover experiential factors and internal dynamics that structured questionnaires may not fully capture. Longitudinal studies could further track how changes in staffing levels, financial resources, organizational structure, and cultural practices influence service delivery across multiple reporting cycles. Such methodological enhancements would strengthen the robustness of empirical evidence and support more nuanced policy recommendations for NGO governance and service delivery in Kenya.

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APPENDICES

Appendix I: Cover Letter

Dear Participant,

RE: Invitation to Participate in Academic Research

I am a student at Kenyatta University, currently pursuing a Master's degree in Business Administration with a specialization in strategic management. As part of the requirements for completing my degree program, I am conducting an academic research project on the topic of *'investigate the influence of strategy implementation practices on service delivery in national council for non-governmental organizations in Nairobi City County, Kenya'*.

I am reaching out to you as one of the selected respondents to kindly request your participation in this research. Attached to this email, you will find a questionnaire that I kindly ask you to answer honestly. Please be assured that your responses will remain confidential and will only be used for academic purposes.

Thank you in advance for your valuable contribution.

Appendix II: Questionnaire

Section A: Respondents' Background Information

1. Please indicate your gender.

Male [] Female []

2. Please indicate the category of age you belong to.

Less 30 years [] 30 to 39 years []

40 to 49 years [] 50 years and above []

3. Please indicate the highest education level you have attained.

College diploma [] Bachelor degree []

Master degree Other.....

4. Please indicate the number of years you have been in employment

Less 7 years [] 8 to 12 years []

13 to 19 years [] 20 and above years []

The following statements pertain to the influence of staffing level, finances, organizational structure and cultural practices on service delivery in national council for non-governmental organizations in Nairobi City County, Kenya. Please assess each statement based on your level of agreement using the Likert scale provided:

Strongly agree (5); Agree (4); Undecided (3); Disagree (2) and Strongly disagree (1)

Section B: Staffing Level

Statements	1	2	3	4	5
Technical expertise ensures that services are delivered consistently and meet established standards, leading to higher customer satisfaction					
Technical skills enable staff to analyze customer data effectively, allowing for tailored services that meet individual needs					
Continuous learning and adaptability ensures that employees are up-to-date with the latest industry trends, technologies, and best practices					

Continuous learning and adaptability includes flexible learning options, such as online courses or workshops, allowing employees to learn at their own pace					
Cross-functional skills promote better collaboration among teams					
Employees with cross-functional skills approach problems from multiple perspectives					

Section C: Finances

Statements	1	2	3	4	5
Full funding allows organizations to invest in high-quality resources, training, and technology, leading to better service outcomes					
Full funding sources provide a stable financial foundation, reducing the risk of sudden budget cuts or financial crises that can disrupt services					
Partial funding facilitate collaborations with other organizations, government agencies, and community stakeholders, leading to more comprehensive service delivery					
Partial funding enables organizations to respond effectively to the specific needs of the communities they serve, leading to greater overall impact					
Adequate financial resources allow organizations to invest in modern technology and infrastructure, which can streamline operations and improve service delivery					
Financial resources enable organizations to invest in training programs for employees to be able to provide high-quality services					

Section D: Organizational Structure

Statements	1	2	3	4	5
A functional structure provides clear reporting lines, which can streamline decision-making processes					
Functional structures allow organizations to develop specific performance metrics for each department					
Divisional structures allow teams to develop specialized knowledge and skills relevant to their specific market or product, leading to higher quality service delivery					
Divisional structures often lead to clearer communication pathways, reducing misunderstandings and enhancing coordination in service delivery					
The matrix structure allows organizations to quickly adapt to changing market conditions or customer needs					
The matrix structure allows for the development of tailored solutions that meet the unique needs of different customer segments, enhancing overall service quality					

Section E: Cultural Practices

Statements	1	2	3	4	5
Cultural practices create a sense of belonging among employees, making them feel valued and appreciated					
A strong organizational culture encourages open communication, allowing employees to share ideas and feedback freely					
Cultural practices help align employees with the organization’s mission and values, ensuring that everyone is working towards common goals					
Organizations with a strong cultural foundation are often more adaptable to change, allowing them to respond quickly to market demands and customer feedback					
A strong organizational culture enhances the company’s reputation as a desirable place to work, attracting top talent and improving overall service delivery					
A strong cultural foundation enable the organization to often be more adaptable to change					

Section F: Service Delivery

Statements	1	2	3	4	5
There is improved resource allocation and utilization					
Services are offered with the set timeline					
There is increased employee engagement and alignment					

Appendix III: Approval Letter



KENYATTA UNIVERSITY
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Internal Memo

FROM: Executive Dean, Graduate School

DATE: 25TH MARCH, 2025

TO: Peter Gitau Kamande
C/o Business Administration Dept.

REF: D53/OL/22185/2011

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 19th February, 2025 approved your Research Project Proposal for the M.B.A Degree Entitled, "**Strategy Implementation Practices and Service Delivery in National Council of Non –Governmental Organizations in Nairobi City County, Kenya.**"

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and progress report Forms per semester. The Forms are available at the University's Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.

JANE KAMONDE
FOR: EXECUTIVE DEAN, GRADUATE SCHOOL

c.c. Chairman, Business Administration.

Supervisors:

1. **Dr. Joyce Gakobo**
C/o Department of Business Administration
Kenyatta University

JNM/lc

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