

**INFLUENCE OF ALIGNMENT ON STRATEGY  
IMPLEMENTATION IN HIV/AIDS NON-  
GOVERNMENTAL ORGANIZATIONS IN KENYA**

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**Influence of Alignment on Strategy Implementation in HIV/AIDS  
Non-Governmental Organizations in Kenya**

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of Philosophy in Business Administration in the Jomo Kenyatta  
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## DECLARATION

This thesis is my original work and has not been presented for examination in any other University.

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## **DEDICATION**

This thesis is dedicated to my loving husband John Mutua and our children, Arianna, Imela and Josh for your support and understanding for the many times I was absent as I undertook my studies. To all my family especially my mother Phoebe Wayua thank you all for your prayers and support.

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## LIST OF ABBREVIATIONS

<b>AIDS</b>	Acquired Immune Deficiency Syndrome
<b>ART</b>	Antiretroviral Therapy
<b>HIV</b>	Human Immunodeficiency Virus
<b>INGO</b>	International Non-Governmental Organizations
<b>IT</b>	Information Technology
<b>KASF</b>	Kenya AIDS Strategic Framework
<b>NACC</b>	National Aids Control Council
<b>NCCK</b>	National Council of Churches of Kenya
<b>NGO</b>	Non-Governmental Organizations
<b>PLWHAs</b>	People Living with HIV/AIDS
<b>RBT</b>	Resource Based Theory
<b>SAM</b>	Strategic Alignment Model
<b>SCA</b>	Sustained Competitive Advantage
<b>UNAIDS</b>	Joint United Nations Programme on HIV and AIDS
<b>USD</b>	United States Dollars
<b>VIF</b>	Variance Inflation Factor
<b>VRIN</b>	Valuable, Rare, Inimitable and Non-substitutable
<b>YWCA</b>	Young Women's Christian Association

## DEFINITION OF TERMS

<b>Alignment</b>	It is that optimal state in which strategy, employees, customers and key processes work in concert to propel growth and profits (Labovitz, 2014).
<b>Customer alignment</b>	This is a state where organizations are aligned with the underlying needs of their customers and constantly monitors and anticipates changes in customer needs (Kaplan & Norton, 2001).
<b>People alignment</b>	This is a state where all the employees of the organization are aligned to the organizational goals. This state of alignment means that everyone in the organization understands the strategy, buys into it, knows the way to and makes effort its realization, which means commitment. (Labovitz, 2012).
<b>Process alignment</b>	It refers to arranging the various parts of a company so that they can work together harmoniously and head in the same direction; therefore, they can seek common organizational goals, improve performance and sustain competitive advantage (Weiser, 2000).
<b>Strategy alignment</b>	This is the integration of the different individual strategies and strategy levels of the organization to the overall objective of the organization (Verweire, 2014)
<b>Strategy Implementation</b>	It is a process by which strategies and policies are put into action through development of programs, budgets, and procedures, (Wheelen & Hunger, 2011).
<b>Strategic Leadership</b>	Leader's ability to anticipate, envision, and maintain flexibility to empower others to create strategic change as necessary; it involves managing through others (Hitt et al., 2007).

## ABSTRACT

Strategy in many companies is almost disconnected from execution. The best-formulated strategies may fail to produce superior performance for the firm if they are not successfully implemented. Poor implementation of strategic plans impacts negatively on efficiency, effectiveness, and sustainability of organizations. This study sought to investigate the influence of alignment on strategy execution in HIV/AIDS-based NGOs in Kenya. The specific objectives of the study were to determine the influence of strategy alignment on strategy implementation; process alignment on strategy implementation; customer alignment on strategy implementation; people alignment on strategy implementation and finally to determine the moderating effect of strategic leadership on the influence of alignment on strategy execution in HIV/AIDS-based NGOs in Kenya. The study was anchored on the resource-based theory, the open systems theory and the stakeholder's theory. The study adopted a cross-sectional survey. The target population was 313 organizations and a sample size of 125 respondents comprising of project officers and managers in charge of strategy implementation was selected using stratified random sampling method and purposive sampling. A structured questionnaire was used to collect quantitative and qualitative data. Quantitative data was analyzed using simple and multiple regression, coefficient of correlation analysis and ANOVA. Content analysis was used for qualitative data. From the findings it was established that strategy alignment, process alignment, customer alignment, and people alignment have a statistically significant positive influence on strategy implementation. It was also established that strategic leadership was a positive and significant moderating variable for strategy alignment, process alignment, customers' alignment and people alignment. Based on the findings, top management in HIV/AIDS NGOs need to align their strategies at all levels to the long-term objectives of the organization as well as align processes and procedures to facilitate strategy implementation. There is need to also align organizations to their customer needs and also rally support and commitment from the staff to believe and pursue the organizational objectives fervently. The study recommends that managers in HIV/AIDS NGOs should ensure that their organizations are strategically aligned in terms of strategies, processes, customer, and people in order to achieve their strategic objectives. Policy makers should also ensure that there is congruence in the policies and strategic framework pursued at national level and at NGO level in the fight against HIV and AIDS pandemic in Kenya to enhance a more coordinated implementation of interventions. The study also recommends that a further study be conducted to determine the influence of alignment on strategy implementation in national bodies tasked with the mandate to coordinate the prevention and treatment of HIV and AIDs in Kenya.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background**

This research study sought to investigate the influence of alignment on strategy implementation in HIV/AIDS Non-governmental organizations in Kenya. This chapter discusses the concepts of strategy implementation and alignment. The chapter also looks at strategy implementation at the global, regional, and local strategy level in the NGO sector. The chapter also explores the statement of the problem, objectives of the study and the research hypothesis for the study. In addition, the chapter also addresses the justification, the scope, and limitations of the study

#### **1.1.1 The Concept of Strategy Implementation**

Strategy formulation has for the past two decades been widely viewed as the most critical among the three stages of strategic management, including execution and control. Nevertheless, the entire planning process becomes irrelevant if the strategies are poorly executed (Siddique & Shadbolt, 2016). Moreover, there is apparent concurrence among professionals and academics that strategy execution is more cumbersome than formulation. Baroto, Arvand and Ahmad, (2014) argue that approximately 75% strategies fail during the execution process; with others such as Barrows (2011) placing the figure at 90%. According to Price Water House Coopers (2016), many firms still grapple with challenges relating to seamless strategy formulation and execution.

Strategic management is described as the sum total of the decisions and actions in an organization that result in the formulation, implementation and control of plans intended to achieve the vision, mission, strategy and strategic objectives of an organization in the business environment of operation (Pearce & Robinson, 2011). Strategy implementation is a vital part of the process of strategic management and is viewed as the process of converting the formulated strategy into actions that lead to

the successful achievement of the vision, mission, strategy and strategic objectives of the organization as planned (Thompson, Peteraf, Gamble & Strickland 2013).

Strategy is often executed through development of budgets, programs, and processes; what is also referred to as operational planning and entails resource allocation dynamics (Wheelen & Hunger, 2012). This proposition has gained support from Thompson *et al.* (2008) who argue that strategic action is predominantly operational in nature; with a view of strategically executing the core business of the organization. MacLennan (2012) posit that strategy execution is the vehicle through which goal achievement is driven. It involves both managerial and administrative processes for anticipation of impediments to the course of strategy execution (Rajasekar, 2014).

The purpose of strategy execution is to transform strategic plan into strategic action, and hence results. Njagi and Kombo (2014) argue that the success of an organization is determined from the extent to which it meets its strategic objectives as well as the targeted financial performance level. Accordingly, performance of an organization is determined by the degree to which it meets the aspirations embodied in the strategic plan, in which case significant gap in the execution process is deemed substandard performance. The performance aspects affected by a particular strategy would be greatly impacted by poor implementation of the strategy.

The aggregate activities as well as choices pursued in the course strategy execution is referred to as strategy implementation (Wheelen & Hunger, 2012). Others such as Li, Guohui and Eppler (2010) determined from a review of 60 articles that there are three distinct definitions of the concept of strategy implementation. The first perspective is the process perspective, which views strategy implementation as a series of step-by-step events. Strategy execution, according to the second school of thought, is a set of concerted actions; with the actions examined from the behavior perspective. Hourani (2017) noted that most approaches about strategy implementation may be categorized in two groups; factor oriented and process oriented. The first considered the term of strategy implementation as a sum of factors that interplay, interact, and integrate within strategy implementation. This second

group of approaches considered the term strategy implementation as a process; therefore this group may be referred to as the process- oriented approaches.

Hrebiniak (2013) notes that strategy execution is normally dogged by a myriad challenge, including: the necessity for more people involved strategy execution than strategy formulation; the extensive execution horizon, risks associated with environmental dynamism; and complexity of the business environment, as well as the need for proper management of the complexity. Non-governmental organizations just like their for-profit counterparts also face challenges in strategy implementation. Although NGOs have been applauded for their efforts in adopting people centered strategies in reaching out to poor population and their contribution to developing economies, they face a myriad of challenges in strategy implementation (Abok, 2013).

### **1.1.2 Alignment**

Alignment has been defined by Labovitz and Rosansky (2012) as the state of equilibrium where the following organizational factors: strategy, staff, clients, and key processes work in concert together to propel growth and profits. The cause for alignment has never been felt in organizations more than now. Not only is the world more uncertain, but organizations increasingly are messy, complex, loosely structured, horizontal and globally dispersed systems. For many managers, operating in a matrix is the bane of their existence. There are so many stakeholders and competing interests that it is not always obvious who needs to be involved or what steps are required to gain agreement (Schoemaker & Krupp, 2015). This puts a premium on the ability of strategic leaders to rally stakeholders around a strategic direction and bridge differences that can be polarizing.

Alignment is key for an organization to forge forward in one purpose. Aligned organizations realize better rates of satisfaction among their customers as well as employees and ultimately yield superior returns for shareholders. According to Beer et al. (2011), an organization ought to build a shared commitment to excel; meaning that top team alignment is critical for success within the organization. This is

corroborated by a study by Lepsinger (2010) who carried out a study on why companies struggle to implement strategies and found that 47 percent of leaders felt that they were not appropriately involved in decisions that impact them.

Zouaoui, Triki and Ferchichi (2016) maintain that alignment is important for success; however, there are notable disagreements in literature in regard to the whole concept of strategic alignment. According to Zouaoui, Triki and Ferchichi (2016), alignment refers to the ability of management to create and maintain a suitable degree of alignment between business strategy and organizational structure to help in creating this strategy. Organizations that have successfully obtained strategic goals are aligned to the strategic plan. Alignment encompasses many facets of the organization, including strategy, structure, processes, people, and technology (Macdonald, 1994).

According to Kaplan and Norton (2006) alignment is important to organizations and those that are aligned are more likely to realize dramatic benefits in their performance. It is crucial therefore if enterprises are to realize collaborations in their business and support units. Organization's therefore should put a lot of emphasis on aligning strategy with the business, ultimately though they should also pay attention to alignment of management processes and employees with the strategy. However, if alignment and integration of all units is achieved, it may not benefit the organization if employees are not motivated to work towards achievement of the departmental and ultimately the organizational goals. Labovitz and Rosansky (2012) concur that alignment is a necessary condition for organizational effectiveness.

Alignment enhances organizational resilience through coherence of systems and process. Hough and Liebig (2013) argue that through alignment, it is possible to entrench effectiveness across the ranks in the organization. According to Ouakouak and Ouedraogo-Kim (2013), alignment is crucial for both fiscal and non-fiscal management within the firm. Through alignment an organization can measure its level of effectiveness in achieving set goals.

Schoemaker and Krupp (2015) posit that strategic leaders align well by; rallying their team around a compelling strategic vision; identifying and reaching out to those who

have a significant stake in change initiatives or strategies; communicating intentions early, clearly, and continuously to all stakeholders; pinpointing and addressing conflicting interests among stakeholders; understanding the needs of key stakeholders and knowing how to build bridges across interests and actively seeking to understand cultural differences and bridge cultural divides that could undermine collective action.

### **1.1.3 Global Perspective of Strategy Implementation in Non – Governmental Organizations**

Non-Governmental Organizations (NGOs) are critical catalysts of social development worldwide. They play a vital role in times of political volatility, humanitarian crises, and where the economic power of people is seriously impaired so that basic services cannot be afforded (NGO Board Strategic Plan 2014 -2017). They are deemed to be agents for catalyzing democratization as well as development of stable economic systems in developing countries. Also, they often complement situations of weak or non-existent market systems and provide fundamental services that would, otherwise, have been provided by stable states. Wang, Sulbach and De (2011) posit that non-governmental organizations increasingly control the biggest ratio of assets compared to other stakeholders in relation to the management of HIV/AIDS finances; implying that they occupy a central position in light of combating the scourge and derivative/integral factors.

NGOs like the corporate organizations do face challenges in strategy execution. According to Dimelu, Salua and Igbokwe, (2013), NGOs struggle with strategy implementation due to various issues which include internal management challenges such as staffing, planning, leadership and governance, limited resources. Their performance is affected by political instability, government policies, and overdependence on donor partners.

Kaplan, Norton, and Barrows (2011) identified that more than 90% of the strategic initiatives fail not due to formulation but implementation challenges. Latha and Prabhakar (2010) note some of the key challenges influencing the performance of



NGOs in India include lack of committed leadership and trained personnel. Holloway (2012) posit that many non-profit organizations globally are small, ill equipped, and undercapitalized to respond to the growing demands of the public. Ramadan (2015), in an investigation on the influence of strategy execution drivers on effectiveness of projects in NGOs in Italy notes that strategy execution is a dynamic process that is of extreme necessity to NGOs since these organizations work in an environment characterized by complexity, instability, change and unpredictability.

Bromideh (2011) posits that execution of strategies by NGOs in developing nations is normally dogged by many impediments. The challenges are either external or internal in nature. The internal factors include issues to do with manpower, fiscal resources, organizational systems, and processes. Among external challenges faced by NGOs registration, interaction with other NGOs, the private sector, and government as well as internationalization and financial crisis are the most challenging facing these organizations especially in the external relationship category.

According to Padian *et al.* (2011) while significant strides have been made in combating HIV/AIDs with expansion of priorities from biomedical discovery to include implementation, effectiveness among others, gaps still remain in knowledge and implementation. They further note that effective strategies face the challenge of implementation. These strategies include HIV testing, mother to child transmission prevention, male circumcision, among others.

In 2014 the UNAIDS set 90-90-90 targets targeting to diagnose 90% of all HIV positive people, offer antiretroviral therapy (ART) for 90% of those diagnosed. Levi *et al* (2016) sought to determine whether the UNAIDS 90-90-90 targets can be realized via analysis of national HIV treatment cascades systematically in 196 countries and realized among the countries included in the analysis none met the 90-90-90 targets. This indicates a challenge in execution of strategies by players in the HIV/AIDs domain, key among NGOs.

#### **1.1.4 Regional Perspective of Strategy Implementation in Non – Governmental Organizations**

The number of NGOs operating in Africa has been on the rise in the recent years due to the multifaceted challenges present in the continent. There have been arguments that many of the organizations are weak in terms of their capacities to effectively undertake their mandates in the different spheres they operate in. This may explain why the increase in NGOs operating in African countries has not improved the developmental landscape of these countries, taking examples of South Africa where there are more NGOs than in any other region in Africa (Poverties org 2013 in Kangethe & Manomano, 2014)

Lack of sufficient financial resources is the greatest challenge in strategy implementation in NGOs in South Africa (Nkosi 2015). This is followed by lack of adequate structure that supports implementation of strategy effectively. The lack of strong professional development policies and change resistance in organizations pose challenges in strategy implementation. According to UNAID data (2017), Kenya is ranked fourth as having the joint largest epidemic in the world alongside Mozambique and Uganda in regard to HIV and AIDS. This indicates that regionally there is a challenge in terms of HIV/AIDS alleviation.

Ndibwa, Emmanuel and Mushi (2012) note that Tanzania-based NGOs have played a significant function in alleviating the spread of the HIV/AIDS scourge. They recommend that, governments and NGOs need to collaborate to ensure zero-cases of new infection. Okorley and Nkrumah (2012) note that in spite of the critical function played by the NGOs, challenges such as fiscal sustainability, and strategic leadership are still prevalent and may adversely affect implementation of plans.

Volmink and Lynn (2017) note that in South Africa the NGOs sector is under severe pressure, with many NGOs having closed or teetering on the brink of closure due to several challenges. Funding is viewed as the main barrier hindering the work of NGOs. They note further that a lack of strategic vision and ability to implement strategy effectively and efficiently, as well as ‘mission drift’ due to changes in

funding priorities often results in poor delivery. They also note that NGOs face challenges with the government because of heavy reliance on external funds which leads to lack of trust by the government, with NGOs sometimes being accused of promoting foreign agendas in view of their source of sustenance. This lack of trust limits effective collaboration between the government (specifically, policymakers) and NGOs in driving the development agenda.

### **1.1.5 Strategy Implementation in Non – Governmental Organizations in Kenya**

NGO activities in Kenya are varied with many NGOs operating in various sectors focusing on areas such as health, water and sanitation, the environment, energy and conservation initiatives; health, food and nutrition; water and sanitation; population matters; shelter; relief services; programs for disabled persons, children, youth, women, destitute and religion; communication; informal sector; human rights; governance; and education (Abdel-Kader & Billy, 2011; Arasa & Kioko, 2014).

A survey by the NGO Coordination Board of Kenya (2009) established that 35% of NGOs in Kenya were in Nairobi County; this being the highest concentration. The NGOs focus on 38 sectors, even though there are some that cover more than one sector. The HIV/AIDS sector is the largest (NGO Coordination Board, 2009), hence the current study focused on it. The scope of these NGOs includes training on HIV/AIDS; advocacy for the human rights of the HIV/IDS victims; prevention services; voluntary testing and counselling services, among others.

Various strategies have been used in Kenya for the alleviation of the HIV/AIDS; including promotion of abstinence, male circumcision, voluntary testing and counselling, and use of condoms, mother to child transmission prevention, communication in light of behavior change, as well as secure blood transfusion and injection (Mwaura, 2009). Nevertheless, various gaps still prevail. For instance, disparities in the rate of infection is still an issue. Moreover, high risk individuals still require in-depth care. In addition, there is need for main-streaming prevention efforts with other programs. Finally, gender disparities, inadequate programs, and cultural impediments are also still a challenge.

According to a report by National AIDS Control Council (NACC, 2016), while Kenya reduced the new HIV infections by 20% among adults and 49% in children in 2015, Mombasa and Nairobi recorded an increase in new HIV infections by 50% (to 7,145 in 2015 from 4,707 in 2013). According to a report by National AIDS Control Council, (2016), while gains have been made, there are still gaps and opportunities that the country needs to address in order to meet the strategic targets and global targets on sustainable development goal on health.

Evidence from recent studies indicates that there are gaps in the implementation of strategic plans in many Kenyan firms including the NGOs. As cited in Abok et.al (2012), in its 5<sup>th</sup> Corporate Plan, the National Council of Churches of Kenya (NCCCK) noted implementation of strategy as a weakness, and created a planning, monitoring and evaluation department to ensure effective planning and implementation of the plans (5<sup>th</sup> Corporate Plan, 2009). Similar implementation challenges are faced by NGO's in the HIV/AIDS sector as well. Kenya is ranked fourth in HIV infections in the region (KELIN, 2014 – 2019 Strategic Plan); a demonstration that there still immense challenges in strategic objectives implementation in HIV/AIDS-based NGOs in Kenya. In Kenya, the HIV/AIDS NGOs are important partners and actors in the eradication of the epidemic and work in close association with the National Aids Control Council as implementation partners. This study therefore examined strategy alignment influence on strategy implementation in the HIV/AIDS sector.

## **1.2 Statement of the Problem**

Evidence reveals that 75% of strategy execution processes are bound to fail (Baroto, Arvand & Ahmad, 2014); an argument that has also been advanced by Kaplan *et al.* (2011) who determined that 90% of strategic management process failures lie on the execution, rather than the planning phase. Such failures are expensive since they lead to resource as well as time wastage. The ripple effect of such failures is felt on the employee motivation levels, as well as the reduced confidence on the top

management team, and ultimately poor organizational performance (Sorooshian, Norzima, Yusof & Rosnah, 2010).

NGO's in Kenya face a myriad of challenges in implementing strategies which in turn affect achievement of strategic objectives (Okoth, 2013; Abok et al. 2012). HIV/AIDS NGOs are important partners and actors in the eradication of the epidemic and work in close association with the National Aids Control Council as implementation partners. According to UNAIDS (2017), Sub-Saharan Africa accounted for 64% of the global burden of new HIV infections with the largest number of new infections coming from South Africa, Mozambique, and Kenya, among others. The number of people living with HIV (all ages) in Kenya has been on the increase from 1.5 million in 2016 to 1.6 million in 2018 (UNAIDS, 2019). Kenya spent 755,000,000 USD in HIV related interventions out of which 72% was financed externally (UNAIDS, 2019). The number of new infections per year continues to outgrow the number of deaths among HIV-infected persons; making bigger the need for increased treatment in the coming years hence the need to scale up prevention and treatment strategies in Kenya to achieve zero infections (National AIDS Control Council, 2018).

Many studies on alignment and strategy implementation have concentrated on the corporate sector and fewer studies on the NGO sector. Lear (2012) in her study of high performing companies in South Africa established that strategic leadership has an influence on strategic alignment. Manyasi (2012) noted that there is a close relationship between strategic alignment and performance at the Kenya Revenue Authority. Studies on strategy implementation in NGOs in Kenya have focused on other variables such as communication, structure, resource allocation among others (Abok, 2012; Kipkorir & Ronoh, 2017). While other studies mainly focused on other variables, few focused on the influence of alignment (strategy, process, people, and customers) on strategy implementation in HIV/AIDS NGO's in Kenya. This investigation, therefore, set out to fill the prevailing knowledge as well as contextual gaps by examining the influence of alignment on strategy execution in HIV/AIDS-based NGOs in Kenya.

## **1.3 Objectives of the Study**

### **1.3.1 General Objective**

The broad objective of this study was to determine the influence of alignment on strategy implementation in HIV/AIDS NGOs in Kenya.

### **1.3.2 Specific Objectives**

The specific objectives of this study were:

1. To determine the influence of strategy alignment on strategy implementation in HIV/AIDS NGOs in Kenya.
2. To examine the influence of process alignment on strategy implementation in HIV/AIDS NGOs.
3. To assess the influence of customer alignment on strategy implementation in HIV/AIDS NGOs in Kenya.
4. To explore the influence of people alignment on strategy implementation in HIV/AIDS NGOs in Kenya.
5. To establish the moderating effect of strategic leadership on the influence of alignment on strategy implementation in HIV/AIDS NGOs.

## **1.4 Research Hypotheses**

To achieve the objectives of the study, the following null hypothesis were tested in order to make conclusions and recommendations:

**H<sub>01</sub>:** There is no significant influence of alignment on strategy implementation in HIV/AIDS NGOs in Kenya

**H<sub>02</sub>:** There is no significant influence of process alignment on strategy implementation in HIV/AIDS NGOs in Kenya

**H<sub>03</sub>:** There is no significant influence of people alignment on strategy implementation in HIV/AIDS NGOs in Kenya

**H<sub>04</sub>:** There is no significant influence of customer alignment on strategy implementation in HIV/AIDS NGOs in Kenya

**H<sub>05</sub>:** There is no significant moderating effect of strategic leadership on the influence of alignment on strategy implementation in HIV/AIDS NGOs in Kenya.

### **1.5 Significance of the study**

The findings of this study will be instrumental to managers and decision makers in HIV/AIDS-based NGOs in Kenya in aligning their organizations to implement the various strategies in their organizations. Specifically, the findings will aid managers in discerning the influence their strategic choices in terms of determining strategic direction has on the relationship between alignment and strategy implementation. In particular, the study findings will highlight the significance of aligning processes, people, customer and strategy alignment in strategy implementation in their organizations.

Policy makers through the various government agencies involved in the fight against HIV/AIDS play a critical role in provision of direction. The results of this investigation would be important in the facilitation of policy frameworks guiding programs of the sector. This study will benefit the ministry of health, NACC, and other actors in understanding the role of alignment in successful execution of their various mandates across Kenya. The study will also highlight the importance of integrating the efforts of NGOs with those of national bodies whose mandate is to implement HIV/AIDS related interventions in achieving national goals in the fight against HIV/AIDS and related problems.

In academia, the study will be useful to other scholars as a reference material on the role of alignment in strategy implementation. The study also may present gaps either conceptual, contextual, methodological among others that other scholars may address in their future studies. The study is expected to enhance the existing literature in the areas of strategy implementation and its drivers in the context of Nongovernmental organizations, specifically in HIV/AIDS.

## **1.6 Scope of the study**

The study focused on HIV/AIDS NGOs within Nairobi registered with the NGO Coordination Board, the umbrella body in Kenya that regulates and makes sure that first oversight is adequate, secondly that there is adequate enforcement and surveillance for protection of public interest, while at the same time ensuring that NGOs have adequate capacity and a conducive environment for operation and delivery of quality services.

The study focused on NGO's operating in Nairobi under the HIV/AIDS sector. According to the NGO Coordination Board (2009) Nairobi has the highest concentration of NGOs in Kenya at 35 per cent operating across 38 different sectors with several NGOs operating in more than one sector. For this research study, the focus was the HIV/AIDS sector which is considered to have the highest percentage of NGO's at 12 per cent as compared to other sectors (NGO Coordination Board, 2009).

The target population comprised of 125 programme managers and officers from 63 selected NGOs operating in Nairobi from the total of 313 HIV/AIDS registered with the NGO Coordination Board in 2009. The study focused on the NGOs registered in 2009 because most organizations have strategic plans that run for 5 years and therefore these organizations have had at least one 5-year complete term to implement a full cycle of their strategic plans.

The research determined to examine the influence of alignment on implementation of strategies in HIV/AIDS NGOs. The study specifically concentrated on the influence of strategy; process; customer and people alignment on strategy implementation. The study concentrated on these four variables as proposed in the alignment model by Labovitz and Rosansky (1997) as key factors that drive the performance of organizations. Data collection took place from September 2017 to June 2018.



### **1.7 Delimitations of the study**

The study sought to examine the influence of alignment on strategy execution in HIV/AIDS-based NGOs in Kenya. The study however covered NGOs in Nairobi since Nairobi has the highest concentration of these NGOs. Further, the study only used a sample to draw conclusions and inferences. A census of the whole population would have been ideal to eliminate this limitation. To overcome the limitation, a representative sample was used. The researcher also experienced challenges with response rates from the respondents who were at times reluctant to participate as they were suspicious of how the data collected would be utilized. To overcome this challenge, the researcher explained and gave assurance that total confidentiality would be observed. The researcher also provided letters authorizing data collection from different authorities like the University and NACOSTI which helped build confidence in the respondents.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviewed various theories that inform alignment and execution of strategies. The conceptual framework was explained using a concept map that captures the key variables and linkages and relationships amongst variables. In addition, a critical review of empirical studies was undertaken and an effort to evaluate contributions was made and pertinent knowledge gaps identified.

#### **2.2 Theoretical Review**

Theoretical literature review was conducted to establish the theories that already exist in reference to the topic of study, the depth of investigation done in relation to each, relationships between them and to help in development of hypothesis testing for the study.

##### **2.2.1 Resource Based Theory**

The Resource Based Theory has evolved over time. Penrose (1959) theorized about how an organizations resources influence its growth. Growth is particularly constrained when resources are inadequate. Lippman and Rumelt (1982) explained the concepts of inimitability and causal ambiguity; these concepts became the core tenets of resource-based view (RBV). The tenets of RBV were developed and presented by Barney (1991); he brought forward a comprehensive definition of resources; and detailed the characteristics that resources should have to be considered a potential source of competitive advantage that is, valuable, rare, inimitable and non-substitutable (VRIN).

Penrosean resource-based theory and RBV both share some common foundations. They both view firms as a collection of idiosyncratic resources and see resource endowments as useful for developing products, services, and strategies. They both argue that the idiosyncratic nature of resources stems from the history and development of resource collections within firms. According to RBV, VRIN resources create sustainable

competitive advantage since valuable resources allow firms to implement efficient strategies and isolating mechanisms prevent imitation of these strategies (Nason & Wiklund, 2018). In contrast, Penrose (1959/1995; as cited in Nason & Wiklund, 2018) emphasizes versatility in terms of the range of services that resources can provide to entrepreneurial managers.

The resource-based view maintains attributes of their resources and capabilities of the firm are the primary sources and drivers to firms' competitive advantage (Mills, Platts & Bourne, 2003). The RBV defines resources quite broadly, including such items as physical capital (property, plant, and equipment; access to resources), human capital (experience, judgment, relationships of individual managers and workers), and organizational capital (organizational structure, planning processes, controlling and coordinating systems) (Barney, 1991).

Resource Based View holds that internal assets have a higher impact on the success of strategies compared to the external ones. Barney (1991) assessed the association between assets of a firms and lasting competitive advantage, by assuming that the asset heterogeneity is a source of competitiveness and that that configuration would remain over a period of time. The capability of assets of a firm to attain and sustain competitive advantage is shown by the following indicators: utility; scarcity; uniqueness; as well as non-substitutability. Barney (1991) argues that firm assets include abilities, processes, attributes of the firm, knowledge portfolio, among others, that are within the control of a firm, and that can enhance conception, and execution of strategies for efficient and effective delivery of services.

Competitive advantage has, therefore, been widely explained by the resource based view. Attainment of lasting competitive advantage enhances maximum returns to investment. This proposition has gained considerable support from Fahy (2000) who emphasizes the need for asset uniqueness for it to be sustainable source of competitive advantage. In particular, alignment researchers have used RBV to uncover constructs that explain firms' alignment capabilities (Armstrong & Sambamurthy 1999; Bassellier & Benbasat, 2004), such as social alignment, IT investments, and governance structures.

The resource-based view provides a very good framework for analyzing organizations internal strengths and weaknesses. McWilliams and Smart (1995) criticize RBV by asserting that the approach is based on rigid and invariable concepts and is therefore descriptive rather than predictive. It is an important framework in explaining reasons behind a firm's competitive edge than for predicting gains from environmental changes. It measures and describes what is, rather than what could be.

The Resource Based View theory is critical in this study because it emphasizes the importance of using internal resources and capabilities of the firm to execute its strategy, ultimately leading to creation of a competitive edge. In this regard, the HIV/AIDS NGOs must harness and align their resources which include all assets, capabilities, people, organizational processes, firm attributes, information, knowledge, to conceive and implement strategies that improve its efficiency and effectiveness. All the resources and capabilities must be aligned to the organizational strategic plan and utilized effectively and optimally to yield sustainable competitive advantage for the firm.

### **2.2.2 Open System Theory**

Open Systems theory was developed in 1928 by Ludwig Von Bertalanffy (Amrule, 2013) in reaction to earlier theories of organization. An open system is a system that regularly exchanges feedback with its external environment (Emery, 2013). Strategy implementation can be diagnosed from system perspective. System theory views the organization as open system in active exchange with environment. It indicates an interdependency, interconnectedness, and interrelatedness among elements in a set that form a whole (Wendell & Cecil, 1999). Cole (2004) defines a system as collection of parts which form some whole.

Drawing from Katz, Kahn and Hanna in (Wendell & Cecil, 1999), all open systems are input-throughput-output, they take from the environment in form of energy, information, money, people and raw materials and via throughput transforms or convert the input into final output that are exported to environment. There are many

approaches to open systems such as the contingency theorists who posit that organizations are structured in a way that aligns with the ecosystem where they operate. Proponents of resource dependency theory posit that firms adapt to the environment in which they operate in depending on their resource capability. All these theorists however agree that the organization survival lays on its ability to adapt to the environment (Chiuri, 2015).

The environment in which the organization exists affects the execution of its strategy. Strategy implementation involves the process of transforming raw material to achieve the desired performance, therefore understanding the ingredient that goes to transformation process is key to its success. Various factors within the organization shape the way strategy is implemented. These factors include Resource availability, capital, people, technology and history of past performances. A business is a man-made system which has dynamic interplay with various elements which include the environment, competitors, customers, suppliers, labor organizations, the government and other agencies (Johnson, Scholes & Whittingham, 2008).

The open systems theory has significantly adjusted the way we understand organizations and the demands placed on its leadership and or managers (Mwanje, 2016). Managers within the HIV/AIDS organizations should focus on the role played by each part of the organization, rather than dealing separately with the parts. This so important because the HIV/AIDS NGOs operate within a very dynamic environment and they are not independent of the driving factors behind organizational change. These factors do affect strategy implementation and therefore the NGOs can benefit from a strong open systems approach to understand environmental demands on the organization.

#### **2.2.4. Stakeholder Theory**

A stakeholder is any individual whose interest will inherently be impacted the goals of the organization (Freeman, 1999). Stakeholders can also be described as individuals, groups and organizations that have an interest in the processes and outcomes of the firm and upon whom the firm depends for the achievement of its

goals (Freeman, 1984; Freeman, Harrison & Wicks, 2007). Some of the stakeholders mentioned above are involved in the processes that create value for the firm. These include employees and managers, shareholders, financiers, customers, and suppliers and be may be referred to as primary stakeholders or legitimate stakeholders (Phillips, 2003). Stakeholder theory proposes that “managing for stakeholders” entails addressing the interests and well-being of these stakeholders, at a minimum (Harrison, Bosse & Phillips, 2010)

The stakeholder theory is an efficient, effective, ethical, and practical way to manage organizations in a highly complex and turbulent environment (Freeman, 1984; Freeman, Harrison & Wicks, 2007). The theory is considered practical in the sense that organizations have to address the interests of their stakeholder’s, efficient because when stakeholders interests are attended they become loyal to the organization and reciprocate positively by sharing valuable information about the firm and effective because firms that manage their stakeholders well have better information to guide their decision making that may not be not available to competitors that do not manage for stakeholders. Since the holds that any person who associates with a firm does so to have certain interests met the theory seems to be more normative in perspective. The stakeholders are profiled by the nature of their interest in the organization are all deemed important (Donaldson & Preston, 1995). The theory is, therefore, considered managerial since it prescribes attitudes, and norms that guide stakeholder interest gratification.

According to Brenner and Cochran (1991), stakeholder theory seeks to explain and predict organizational behavior. Despite benchmarking on other theories, there was no explanation as to the goal congruence of the theories. For instance, the NGOs that deal in the HIV/AIDS have unique sets of stakeholders with unique needs and expectations. As stakeholder theory has become more popular in the world, the first key question is the degree to which institutional and regulatory frameworks of various countries support or require firms to pursue objectives that are balanced in the sense that they address the interests of different stakeholders (Jamali & Neville, 2011). For example, do NGOs have in place regulatory frameworks or policies that demand that the interests of the different stakeholders are addressed including the

recipients of their services as well as the employees who serve them. Kaplan and Norton (2001) posit that customer dimension of the balanced score card, in the context of NGOs seeks to address both the supply and demand sides of the services. The thrust of the current study was to assess the extent to which customer alignment and people alignment among other factors influence strategy execution in these organizations. The theory is, therefore, relevant to the study since advocates for a balance of interests in a setting where interests are inherently diverse.

### **2.2.5 Strategic Alignment Model**

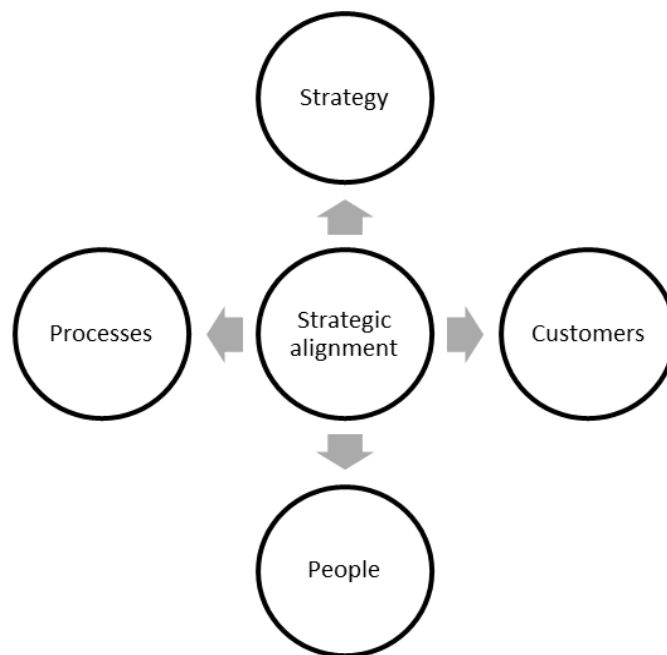
The strategic alignment concept has been explained from different equivalents within literature. Alignment was defined by Skinner (1974) as the existence of strategic agreement, while Porter (1996) and Venkatraman (1989) called it a fit, and Henderson and Venkatraman (1993) called it alignment. Porter (1996) argues that the purpose of any strategy is to make the activities of a firm agree to one another. Thus, there ought to be unity of direction as well as cooperation among the various players in the system.

A model of strategic alignment was developed by Labovitz and Rosansky (1997) and it avails an instrument for evaluating the degree of effectiveness by organizations. According to these authors alignment is the optimal state where the key elements of an organization - people, strategy, customers and processes - are aligned and integrated to work in concert with each other. They further argue that alignment avails a strategy for building a nexus, and ensuring unity of direction by all stakeholders, through organization-wide integration of systems, processes, staff, and customers. By so doing, the staff would seamlessly work to deliver superior value to the clients.

Configuration of various factors in an organization to enhance strategy implementation is called strategic alignment (Srivastava, 2014). Chen, Huang and Fang (2017) posit that processes are said to be aligned if strategies are harmonized and contingent factors considered. Labovitz and Rosansky (1997; 2012) argue that through alignment managers across the ranks of the organization can easily coordinate and achieve superior results. They assert that empirical

evidence and experience have led them to the conclusion that alignment is a pathway to harmony between staff, customers, processes, and strategies, and hence superior organizational performance. They established that through consistent configuration of strategies during environmental volatility, sustainable competitive advantage and superior performance by firms are attainable.

Labovitz and Rosansky (2012) posit that the central focus of leadership is the organization's goals and objectives. People in aligned organizations have a clear line of sight to customer requirements and organizational goals. Hence strategic alignment is strategy and people and integrating them with customers and process improvement (Figure 2.1).



**Figure 2.1. Concept of full Strategic Alignment**

Source: Adapted from Labovitz and Rosansky (1997)

Sustained excellence emerges when all the key elements of a business are connected and simultaneously linked to the marketplace. There is increasing evidence that strategic alignment is a vital factor in achieving business success (Lear, 2000). The hallmark of aligned organizations is that they consistently deliver



measurable improvements in customer loyalty, customer satisfaction, employee retention and return to shareholders, all at the same time (Labovitz, 2004).

Alignment according to Labovitz and Rosansky (1997) is dependent on two dimensions, vertical and horizontal alignment. Vertical alignment is about spreading the strategy to the people within an organization. The purpose is to provide direction and get people involved. Horizontal alignment is about aligning processes to the customers. The purpose is to make the whole organization strive to fulfil their customer's requirements. Organizations must understand not only what customers really want but also follow-through to create and deliver what they want, when and how they want it. This can only be made possible by putting in place the right business processes. Successful organizations work at achieving alignment between their processes and customer needs and then work constantly at improving their business processes. When alignment is achieved in both the vertical and horizontal dimensions a dynamic relationship exists between all four elements, this is called full alignment as shown in figure 2.1 above. With full alignment the organization will be get adaptability, resilience, and agility (Labovitz & Rosansky, 1997).

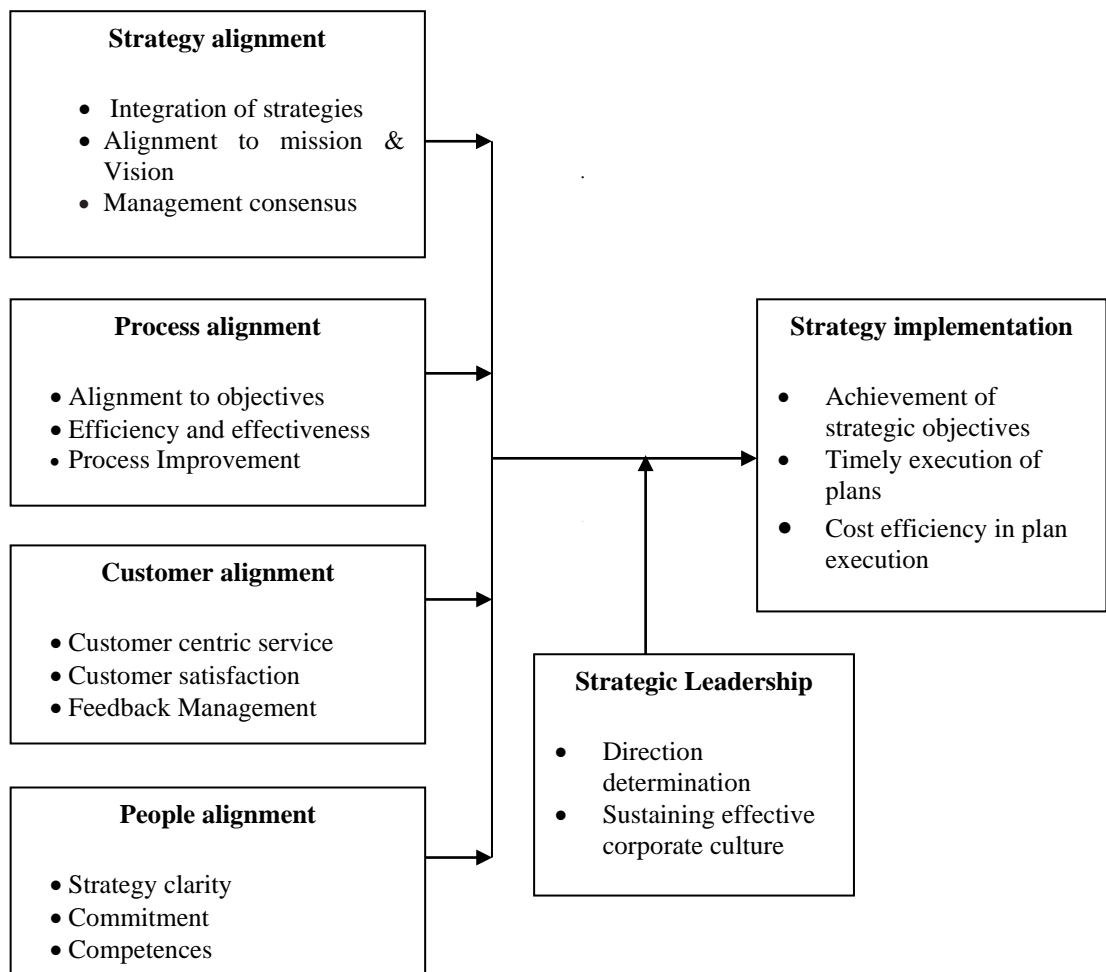
### **2.3 Conceptual Framework**

Mugenda, (2008) defines conceptual framework as a concise description of the phenomenon under study accompanied by a graphical or visual depiction of the major variables of the study. In this study, Figure 2.2 depicts the relationship between different strategic alignment constructs that are of paramount importance for effective strategy implementation.

## Independent Variables

## Moderating Variable

## Dependent Variable



**Figure 2.2: Conceptual Framework**

### 2.3.1 Strategy Alignment

Strategy alignment refers to the integration of the different individual strategies and the strategy levels of the organization to the overall objective of the organization (Verwire, 2014) Kaplan and Norton (2001) noted that for organizational performance to be more than the sum of its parts, individual strategies must be linked and integrated. They further noted that vertical alignment of strategies enables the organization to ensure that there is a direct relationship between the strategies and goals of the organization. Horizontal alignment of strategies makes sure that strategies of the organization are not in competition with each other but rather work together to achieve organizational goals. It therefore prudent that companies focus on

the big picture when developing business strategies, to ensure that strategies of the one parts of the organization are not negatively impacting the ability to realize strategies in a different arm of the organization. According to Verwire (2014) there must be management consensus to ensure that everybody is pulling in the same direction. If people are pulling in different directions, resources will be wasted (Verweire, 2014). Strategy alignment was measured in terms of integration of strategies, alignment to mission and vision, and management consensus.

### **2.3.2 Process Alignment**

The importance of an organization's strategy is indicated by its business processes (Javed & Sharbavi, 2011). These authors posit that processes ought to be customer oriented which in turn helps the enterprise to achieve its objectives. They further posit that it is important for the organization to align itself with the strategic plan and turn strategy into action. Once processes are aligned to the strategic plan, the organization then can be able to meet its objectives and goals. Processes should be effective by ensuring that they are geared to achieve the goals of the organization (Kaplan & Norton, 2001).

Labovitz and Rosansky (2012) postulate the organization's processes should create what the customer values and infuse the concerns of the customer into everything the organization does. Horizontal alignment links a company's actions with customer needs in ways that delight and create loyalty. This influences the company's strategy, processes, and behavior. When Organizational processes focus on the customer, as the overarching goal, a powerful horizontal alignment will be achieved. Johannesson (2017) posits that processes must address how value is created and customer satisfaction, efficiency and effectiveness in the organization and efficient use of resources and competence in the organization. Process alignment was measured in terms of alignment to objectives of the organization, efficiency, and effectiveness, and process improvement.

### **2.3.3 Customer Alignment**

Customer alignment refers to a state where organizations are aligned to the underlying needs of the customers. Organizations must constantly monitor and anticipate changes in customer need (Kaplan & Norton, 2006). These authors assert that if business units are to achieve long run superior financial performance, they must create and deliver products and services that are valued by customers. Organizations must also address the issue of internal processes to ensure that they focus on those processes and activities that create value for their customers and shareholders. They further noted that beyond aspiring to satisfying and delighting their customers, business unit managers must translate their mission and strategy statements into specific market and customer-based objectives. They further argue that identifying the value propositions that will be delivered to targeted segments becomes the key to developing objectives and measures for the customer perspective. Customer alignment therefore will translate an organization mission and strategy into specific objectives about targeted customers and market segments that can be communicated throughout the organization.

According to Kaplan and Norton (2006) the customer perspective of the balanced scorecard enables companies to align their core customer outcome measures of satisfaction, loyalty, retention, acquisition, and profitability to targeted customers and market segments. Customers in the private and non-profit sector are diverse. For instance, in the private sector, the customer provides income and purchases products. In the non-profit, this is frequently not so. For the non-profit, the receiver of goods and/or services is frequently not the provider of income, meaning that there are donors and there are receivers. Therefore, it is suggested that the customer perspective be split into two perspectives; the donor perspective and the receiver perspective (Kaplan & Norton, 2001). Customer alignment was measured in terms of customer centric services, customer satisfaction and feedback management.

### **2.3.4 People Alignment**

People alignment to the state where employees of the organization are aligned to the goals of the organization (Labovitz, 2012). According to Khadem (2008), the most

effective way to make an organization's business strategy effective is through alignment and follow-up. This state of alignment means that everyone in the organization understands the strategy, buys into it, knows the way to and makes effort its realization, which means commitment. According to Kaplan and Norton (2001) organizations must ask themselves what employee capabilities they must ensure their staffs have in order to meet their customer expectations. Khadem (2008) maintains that alignment needs a center of focus or frame of reference for all employees, which is the vision, values and strategy of the organization. Alignment therefore means aligning with the organizational, values and strategy and therefore employees must demonstrate commitment to the organizations vision and mission. People alignment was measured in terms of strategy clarity, commitment, and competences of the staff within organizations to implement strategies.

### **2.3.5 Strategic Leadership**

The concept of strategic leadership has been defined as the leader's ability to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary (Hitt, Ireland, & Hoskisson, 2007). It has been reported by Labovitz and Rosansky (2012) that alignment ought to happen through someone in a position of authority and influence, and that the person has to do this through a big push or even some form of Herculean input. According to this school of thought, actual change often starts from the upper echelons. According to Hitt et al. (2001); Jooste and Fourie (2009), the six critical criteria of strategic leadership are as follows: (1) determining strategic direction; (2) exploiting and maintaining core competencies; (3) developing human capital; (4) sustaining an effective corporate culture; (5) emphasizing ethical practices; and (6) establishing strategic controls. This study adopted two criteria from the above and therefore measured strategic leadership in terms of determination of strategic direction and sustaining an effective corporate culture.

### **2.3.6 Strategy Implementation**

A firm is considered performing if it meets its set plan (Njagi & Kombo, 2014). A firm is said to be performing well if it meets or surpasses performance targets set out in the strategic plan. Performance gaps imply poor strategy execution. Strategy execution affects relevant performance dimensions. In the NGO sector, work is usually executed in the form of projects and therefore projects are considered successful if implemented within the set budgetary allocations and within set timelines. Strategy implementation was measured in terms of achievement of strategic objectives, timely execution of plans and efficiency in plan execution.

## **2.4 Empirical Literature Review**

### **2.4.1 Strategy Alignment**

Alignment according to Srivastava (2017) refers to tuning organizational factors such as structure, business unit, operations, resource commitment among others to support the execution of a given strategy. According to Salimian, Khalili, Nazemi and Alborzi (2012) strategy is defined at corporate, business and functional level. According to Higgins (2005) corporate strategy defines the core business of the organization. Business strategy depicts as how a firm in a particular business can gain competitive advantage over its competitors. Functional strategy should be aligned with business strategy, hence functional strategies in areas such as marketing, human resources, Research & Development, finance and more should be allied. According to Salimian et al. (2012) the success of the organizations is determined not only by developing strategies at these levels but also alignment between them. According to them strategy alignment is divided into the two types: vertical alignment and horizontal alignment. According to Hrebiniak (2008) business function alignment with overall organizational strategy is required for implementation of corporate as well as business strategy.

According to Vervweire (2014), effective strategy implementation starts with formulating a compelling, winning strategy. According to him all strategies within the organization to be effective must work harmoniously. In addition, the strategies must

be aligned to work together in the same direction. The strategies are drawn from the business goals and are meant to provide a road map of how the goals of the organizations will be accomplished to all members of the business. Vertical alignment of strategies will make sure there is alignment of the strategies of the organization to the mission, vision and values of the organization. Business strategies and functional strategies must be linked and integrated to ensure they are pulling in the same direction, towards achievement of organizational goals according to Salimian *et al.* (2012). Importantly, these strategies must be aligned to ensure that resources are used effectively and that ultimately the organization achieves success.

Horizontal alignment refers to the relationship between different functional units (Srivastava, 2017). Strategies at this level must work together and are not in competition. When developing strategies, organizations must look at the big picture to ensure that strategies in one part of the organization are not inadvertently and inappropriately affecting the ability to achieve strategies in another part of the organization. According to Srivastava (2017) studies indicate alignment leads to enhancement of organizational performance while lack of alignment leads to poor performance.

Andrews, George, Meier, O'Toole and Walker (2012) carried out a study on vertical strategic alignment and public service performance in England on English Local governments. The study adopted longitudinal multivariate analysis undertaken on a panel of public organizations over four years. They found out that high levels of prospecting alignment produce stronger positive performance effects in centralized organizations and when environmental uncertainty is high. The study established that alignment on a prospecting strategy leads to better performance but not on defending strategy. This study differs contextually and methodologically from the current investigation since the latter done in Kenya and it adopted cross sectional design.

In the United Kingdom, Andrews, Boyne, Law and Walker (2011) did a research on strategy implementation and public service performance. The findings suggests that public organizations need to achieve a fit between strategic orientation and style of implementation if higher levels of performance are to be attained. In the Middle East,

Obeidat, Al-Hadidi, Tarhini and Masadeh (2017) did a research on the determinants of successful strategy execution in the Pharmaceutical firms. The investigation determined that communication of the strategies within the organization affected their successful implementation.

Manyasi (2012) carried out a study on the influence of alignment of strategies on performance of Kenya Revenue Authority. The study adopted a case study design and established that strategy alignment and performance are closely related. The study found out that organization had aligned its internal strategies. The study established that strategy alignment and organizational performance are closely related. This study differs from the current study sought to determine the effect of strategic alignment on strategy execution in HIV/AIDS-based NGOs in Kenya.

AL-Surmi, Cao and Duan (2016) in Yemen carried out a quantitative study targeting 242 managers on the impact of triadic strategic alignment between business, IT and marketing strategies on organizational performance in Yemen. The study established that there is an ideal triadic strategic alignment for prospectors and defenders; triadic strategic alignment has a positive impact on organisational performance; and triadic strategic alignment provides a better indication of the nature and performance impact of strategic alignment. Follow-up interviews were also conducted to support the arguments and to clarify how strategies should be aligned. The study however differs from the current study in context, concept and methodology as the latter focuses on firms in Kenya and different constructs of alignment

Ambiyo (2015) investigated strategy implementation, strategic alignment and performance at Catholic Relief Services in Kenya; using a case study design and determined core resources alignment and the assessment of capabilities were key ingredients in performance improvement. The study recommended a review of core competencies, clear articulation of the goals and objectives of the strategy, increased resource allocation to strategic areas of operation and staffing the organization with requisite skills to support the strategy implementation efforts to realize improved organizational performance. The current study focused on the effect of alignment on



strategy implementation, thus investigated different relationships from the study under review.

#### **2.4.2 Process Alignment**

According to Mallar (2010) process is a set of interrelated work tasks that require some inputs (products or services obtained from other suppliers) and specific activities that imply to add value to acquire some outputs. According to him, leading companies implement an organizational change by identifying their processes, choosing the relevant processes, analyzing and improving them; and finally, using this approach to transform their organizations. After the good results achieved, they implement the gained experience to optimize the rest of the processes across the organization. According to Morrison *et al.* (2011), Organizations are sustainable if all their strategies are realized by a process.

According to Morrison (2014) business may have processes that do not contribute towards their organizational strategies. Additionally, there may be organizational strategies that are unfulfilled as there are no processes within the business that can satisfy them. Through process composition and assessing strategic alignment, businesses can ensure that all components of the organization work towards the core goals and the company vision.

Higgins (2005) posits that processes enable an organization to execute daily activities. Hence, this element is about the formal and informal procedures used in an organization to manage information systems, planning systems, budgeting and resource allocation systems, quality control systems and reward systems. A significant and positive correlation between process alignment and performance of a firm has been found (Gresov, 1989). Organizational process alignment ensures that the various parts of a company are arranged so that they can work together harmoniously and head in the same direction; therefore, they can seek common organizational goals, improve performance and sustain competitive advantage (Weiser, 2000).

Labovitz and Rosansky (1997) in their model of alignment; they postulate that in the same way vertical alignment ensures that company strategy is reflected in the behavior of every employee, the horizontal dimension involves the organization's processes that create what the customer values, and infuses the concerns of the customer into everything the organization does. Horizontal alignment links a company's actions with customer needs in ways that delight and create loyalty (Labovitz & Rosansky, 1997). This influences the company's strategy, processes and behaviour. Ensuring that organisational processes focus on the customer, as the overarching goal, a powerful horizontal alignment will be achieved (Labovitz & Rosansky, 1997).

Seow, McAdam, Walker and Hazlett (2014) investigated the links and relationships between strategy and operations in local government improvement efforts under the umbrella of the Local Government Modernization Agenda (LGMA) in England and found that the structured integration of strategic level policy-setting and its associated operational level activity in local authorities is often obscure and lacking in cohesiveness. Ochieng, (2013) studied the impediments of strategy execution at the Parliamentary Service Commission of Kenya and found that the organization encountered slow procurement procedures due to among others, bureaucracy in administration.

Smith (2011) carried a study on perceptions regarding strategy implementations tasks in selected industries in South Africa. During the empirical study, self-administered questionnaires were distributed to a non-probability convenient sample of 145 organizations in industries selected. The investigation determined that strategy execution is basically an operations-driven activity, revolving around the management of people and business processes. Practical guidelines are provided to strategy executors to ensure successful strategy implementation in selected industries.

A study by Njagi and Kombo (2014) sought to determine the effect of strategy execution on performance of commercial banks in Kenya; using a correlational research design. It reported a semi-strong correlation between strategy execution and performance. The study proposed two aspects of strategy implementation

(operationalization and institutionalization) and notes that they are complementary, and either is ineffective in the total absence of the other. Critically, the researchers note that one of the key reasons' strategies disappoint is because the strategy implementation process was failed. The researcher however noted that their study was limited in that the sample size used was small and therefore enlargement of the sample to include other players would be desirable. The study differs from the current study in context also.

Schneider *et al.* (2003) carried out a study on experiences of strategic alignment by employees in a service organization. They conclude from their study that the key to great service is in the alignment of all the organization's practice in execution of duties within the organization. They further conclude that great service is rare but not impossible. It is rare because it requires the alignment of numerous internal practices that contribute to the creation and reinforcement of a service tradition, strategy and culture. Where organizations are able to render great service they are in fact profiting from their efforts.

Ochanda (2005) carried out a study to determine strategy implementation challenges at Kenya Industrial Estates Limited. The study used in-depth interviews with the board members, top-level managers, the middle level managers and the shop floor employees with the help of an interview guide. The study established that out of the strategy critical elements of the firm, the organization was only able to align its structure, culture and leadership to its strategy in the execution for the 2003-2008 strategic plan. Policies, procedures and support systems, the reward, and motivational structures, resource allocation and budgetary allocation were identified to have continued causing impediments to strategy implementation. It was also determined by the investigation that the importance of communication of responsibility as well as accountability with respect to the strategic plans, was overlooked. The organization continued in its poor performance. The study is different from the current one contextually as well as focus since the latter sought to determine the effect of strategy alignment on strategy execution in HIV/AIDS-based NGOs in Kenya.

An investigation by Katz, Preez and Louw (2016) done in South Africa on alignment of internal and external business and innovation domains. The study adopted a case study design and established that the company had no formal innovation infrastructure and processes, and there were no current or planned projects aimed at rectifying the situation. The implication of this shortcoming is that innovations would be successful through a combination of chance and the significant efforts of specific individuals. The study recommended that competitiveness and company performance requires the alignment of short-, medium- and long- term internal and external activities in an ever-changing environment. While the study focused on innovation strategies and alignment processes, the current study differs from this study as its focus is different in context, the effect of strategic alignment on strategy execution among HIV-based NGOs in Kenya.

Grant (2003) carried out a study on strategic alignment and enterprise systems alignment. The study sought to establish the experience of organizations in practice in aligning their IT strategies with their business strategies. The study used an in-depth case study of one organization's experience (Metalco). The research established that attaining alignment is still significant yet challenging to attain. The study provided empirical support for the strategic IS alignment construct and further suggested that installing an enterprise system does not by itself create integrated and seamless operating environments. In addition, such an outcome requires significant organizational change at all levels.

Cornman (2005) noted that Many NGOs do not have the rigorous accounting procedures and systems that many donors and potential collaborators consider a minimum standard and do not have the resources to invest in improving administrative procedures when scarce resources are prioritized to relieve suffering in the community (Cornman. et al, 2005). This indicates that many NGOs may not value processes as a key tool in strategy implementation.

### **2.4.3 Customer Alignment**

Clients play a critical role in projects as they are the ones for whom a project is usually intended and made use of. Clients inform the scope of a project as well as

influence project implementation and test a project's result (Lechler & Gao, 2012). According to Khadem (2008), alignment is crucial to success. Aligned organizations enjoy better customer as well as employee satisfaction rating and produce superior returns for shareholders (Labovitz, 2004). People in aligned organizations have a clear line of sight to customer requirements and organizational goals. Sustained excellence emerges when all the key elements of a business are connected and simultaneously linked to the marketplace. There is increasing evidence that strategic alignment is a vital factor in achieving business success (Lear, 2012). The hallmark of aligned organizations is that they consistently deliver measurable improvements in customer loyalty, customer satisfaction, employee retention and return to shareholders, all at the same time (Labovitz, 2004).

Customers in the private and non-profit sector are diverse. For instance, in the private sector, the customer is both the buyer as well as the provider of income. In the non-profit, this is frequently not so. For the non-profit, the receiver of goods and/or services is frequently not the provider of income, meaning that there are donors and there are receivers. Therefore, it is suggested that the customer perspective be split into two perspectives: the donor perspective and the receiver perspective (Kaplan & Norton, 2001).

According to Werker and Ahmed (2008), Nongovernmental organizations deliver goods and services to a population that provides little feedback on the range or quality of product delivered. Compared corporate sector, beneficiaries of NGOs have a weakened ability to use market forces to penalize and reward NGOs. While consumers can prefer not to buy a product from a for-profit provider, beneficiaries of NGOs may be continuing to receive poor services that are provided by an NGO without much say.

According to Werker and Ahmed (2008), nongovernmental organizations face more direct incentives to manage donor welfare than that of the beneficiary. Indeed, donor funding is the only market force that the non-governmental organization sector, in which donors seek to improve quality as well as quantity of products and

organizations without expropriation of funds. Accordingly, an examination of the donor funding base of the organizations is capable of unveiling the basic interests that such organization ought to harmonize. In addition, the donor is considered a customer and deemed to be seeking value proposition from their respective NGOs through funding (Kaplan & Norton, 2001).

Firms that are insensitive to customer needs soon realize that the competitors have chipped off part of their market share through penetration. Therefore, a firm can only be financially sustainable through customer satisfaction (Kaplan & Norton, 2001). Others such as Lecher and Gao (2012) argue that alignment of expectation of clients is one way of dealing with goal variations. Clients ought to be regularly encouraged to hold realistic expectations from the project concerned. It is also important to regularly communicate with the clients in order to deter chances of goal diversion. They defined this client expectation alignment. Thus, the concept of client expectation alignment was defined as the sum total of activities involving harmonizing expectations of the customers with the overall project goals.

According to Eskerod and Jepsen (2016), accurate implementation of a project as set out in the plan is not necessarily a guarantee for success. They further posit that project success is more determined by stakeholder contribution, in which case, a project can easily fail due to non-involvement of stakeholders. Further, they posit that success of a project should be seen from the eyes of the stakeholders rather than sheer consideration of deliverables. Often, the criteria subtle and vary along the way, posing a grave headache to the managers of the projects. They emphasize that the quality of project implementation rests in the quality of stakeholder engagement+.

Models such as the balanced scorecard by Kaplan and Norton provide a framework through which various interests of stakeholders can be harmonized. The customer dimension encourages deliberate strategies to satisfy and retain customers. According to the Kaplan and Norton perspective of the customer focus, complaints from customers ought to be addressed in an integrated manner through involvement of everyone in the organization. In this regard, there is need for strategic alignment to

ensure compliance with the desired customer satisfaction standards (Kaplan & Norton, 2001).

Some literature is emerging that question the effectiveness of NGOs in transforming the lives of the supposed beneficiaries. Mendelson and Glenn (2002), for instance, examined democracy-based NGOs in Eastern Europe and came to a conclusion that NGOs of foreign origin appear to have developed robust funding streams but remain quite weak with respect to the grass-root networks. For example, Bangladesh and Uganda based NGOs seemed not to identify the neediest segments of the community (Fruttero & Guari, 2005). Data revealed that the net variation in NGO programs were not reflective of the needs of the community, that the NGOs appeared to be preoccupied with avoiding duplication of efforts of other NGOs. This implies that there may be a mismatch between services delivered by the NGOs and the community needs.

A study by Jammulamadaka and Varman (2010) in India sought to examine the extent to which NGO development support was out of focus. Utilizing epistemological paradigm, the study established that establishment of NGOs seems to be some response to the feeling of need that are detached from the customers. This gap was partly associated with the weak feedback mechanism. Majority of the donors have inherently limited knowledge of the local dynamics and would rely on the local NGOs for the same.

A study by Galway, Korbett and Zeng (2012) investigated the distribution of health and development NGOs in Bolivia. Count data for all the NGOs in Bolivian municipalities was applied by the study. It was determined by the study that activities of NGO in Bolivia generally, and the health-sector particularly was skewed across the country with respect to the size of the population, degree of urbanization, indigenous population size, as well as the coverage of the health system. This distribution skewness demonstrates lack of coordination among the NGOs themselves, as well as the financiers. The findings of the study also demonstrate that neither general nor health specific NGO activity has any relationship to the needs of

the population, in terms of status of health, level of education, or level of poverty. This implies that the customers are not properly addressed by the NGOs.

Others such as Torpey-Saboe (2015) undertook an investigation in Brazil focusing on the presence of NGO and its impact on spending by the government. Government spending was measured using the healthcare and education indicators. It was determined that presence of NGOs was associated with reduced government spending, with municipalities with more NGO presence experiencing better human development index. Nevertheless, the investigation also determined that the effect of NGOs may be dependent upon the degree of poverty in the municipality. This demonstrates that the extent to which NGOs have impact on the welfare of the intended beneficiaries.

Others such as Lechler and Gao (2012) sought to explain the success of projects from the perspective of customer satisfaction. The study used structural equation modelling and collected data from 206 project to analyze the relationships between client expectation alignment, goal changes, client support, and project success. The study established that taking into account the needs of clients is an essential element of project success. Moreover, it was determined by the investigation that client expectation dynamics inform the need to manage expectations of the clients, and that volatility of the demands of the customers may render a project irrelevant, including regular changes of project goals which is not desirable. It was also established that there was a strong positive correlation between alignment of expectation clients and the following success criteria: effectiveness, efficiency, economic success, and customer satisfaction.

In a study of alignment challenges, Peppers (2015) realized that customer centric firms often have to align their systems and processes to the needs and demands of the clients. Three dimensions of the alignment challenges were identified by Peppers (2005): harmonization of the strategic business units (SBUs) to ensure unity of direction; mainstreaming performance indicators in the (SBUs); and the necessity to ensure that the performance metrics focus on customer, including indicators such as: satisfaction scores; customer financial value proposition; and financial performance



success factors such as, such as quarterly turnovers, margins, as well as value added to the shareholders' wealth.

An investigation by Anderson and Liedman (2013) sought to examine the formation and management of expectations of customers in project delivery in Sweden. Using case study design and semi-structured questionnaires for collection of data, the research concluded that the expectations of customers often reform about three facets, namely: the degree of fuzziness; as well as the level of realism and implicitness. It was also established by the study that the nature of expectations of the clients depends on the past experience of the clients; and that the more experienced a customer was, the more realistic the expectations were. They, therefore, suggest that the expectation of the clients ought to continuously examine the customer demands and to educate them accordingly. The objective of all this to align the expectations of the customers with the overall project goals. The investigation differs from the current study since the latter focused on HIV/AIDS NGOs in Kenya.

A study by Brass (2012) sought to determine the strategic choice of location by NGOs in Kenya. A total of 4,210 organizations were sampled from 70 districts. Interviews with various key informants revealed that the choice of strategic location by the NGOs depends on the needs of the target beneficiaries, as well as ease of access to donors and other grant providers. Opposed to the widely held opinion, political influence appeared to be the least dominant factor determining the choice of strategic location.

#### **2.4.4 People Alignment**

Scholars such as Khadem (2008) define alignment as the scenario where two people move together. Thus, when two people cooperate, they are said to be aligned. It is, therefore, possible to be aligned without necessarily being integrated. This often occurs when people pursue the same direction without cooperation. Alignment is defined the degree of coherence of purpose (Khadem, 2008). Corporate vision, mission, values, as well as other aspects of strategic direction define an organization's strategic alignment. According to this school of

thought, the best way to make a strategy effective is to ensure its alignment. This implies that everyone in the organization understands the strategy and the planned actions.

Non-governmental organizations, according to Werker and Ahmed (2008), are predominantly staffed by employees as well as volunteers whose main motivation is in the ideologies as opposed to the nominal benefits. The main characteristic of the originators of these organizations is their passion and level of innovation. Majority of the NGOs are often financed by anonymous donors. According to Cornman *et al.* (2005), NGOs should professionally provide community-based services, and do so through effective system of monitoring, evaluation, and reporting. This is often expected of them with little or no support from the state; limited assets; and technical assistance. The net effect is major challenges that limit performance of these organizations. As a result, most NGOs, especially local ones, often suffer brain drain since their trained professionals exit home countries for employment with better paying International NGOs in foreign contexts. Accordingly, ability to attract to retain high caliber employees is still a huge challenge for the local NGOs (Cornman. *et al.*, 2005).

Majority of the local NGOs, apart from the financial challenges, often weak levels of competence in respect to thematic areas such as organizational development, including: human resource management; corporate planning; fund raising, public/donor relations knowledge; technical proposal development; as well as monitoring, evaluation, and reporting. Capacity building as well as application of the desired capacity building outcomes is key to bridging the gap. Capacity and sustainability of the local NGOs is also dogged by challenges due to the over-reliance on the volunteers as opposed to paid staff (Cornman. *et al.*, 2005). The work of NGOs often entails working for long hours, with immense personal sacrifices (McMullen & Schellenberg, 2003). Apparently, therefore, the main perks for the NGO work, is the work itself. The NGO sector seems to enjoy advantages from cost perspective due to the altruism of the employees, a characteristic that is rare in the for-profit sector (Francois, 2003). An NGO can only depart from the culture of

dependence on volunteers if it accumulates sufficient financial strength (Wicker, Longley, & Breuer, 2015).

A study by Ramadan (2015) focused the influence of strategic action on the state of effectiveness of the NGOs in Italy. Focusing on 25 NGOs, the study used cross-sectional survey design, and determined that prevalence of the right attitude among the employees contributed significantly to the performance of the NGOs. The study also revealed that NGOs with integrated channels of communication can enhance their levels of coordination as well as keep the right flow of information among staff; thereby adding to the degree of project effectiveness. The study recommended that for an NGO to enhance project effectiveness, it ought to consider strategic action. The limitation of the study is that it utilized a small sample, thereby making generalization of findings a challenge.

Empirical investigations by Jooste and Fourie (2009) revealed that poor understanding of the goals of a project, as well as poor communication can hinder strategy execution; with strategic leaders providing the requisite nexus between strategy formulation and execution. It is important for corporate and group, as well as personal goals to be aligned so that there can proper interpretation of outcomes of effort in light of the organizational as well as governmental interests. Where there is proper goal alignment, the corporate goals are often very clear at the upper echelons and cascaded in lower hierarchies. This can eventually contribute to employee motivation; since it shows how each employee is making a difference.

Others including Maditinos, Chatzoudes and Sarigiannidis (2014) determined that an organization that regularly trains employees has better chances of meeting its e-business strategies. In addition, firms can gain competitive advantage through superior training that avails requisite knowledge. Sue and Khawaja (2015) came to a determination that there is an impact of staff capacity level on the quality and extent of strategy execution. According to Schaap (2012), effectiveness of the upper echelons management conduct has direct linkages with the quality of strategy execution. The study also determined that the top management team with adeptness

in both strategic planning and action have better probability of executing the strategies well.

According to Speculand (2014), the right culture ought to be inculcated by the top management team. Others such as Shah and Sid Nair (2014) revealed that a mix of communication, proper employee involvement, and other motivation strategies have an impact on the state of strategy execution. Jiang and Carpenter (2013) laid emphasis on the idea that communication falls among the high impact factors with respect to strategy execution. This argument has also gained support from others such as Bolboli and Reiche (2013) posit that communication is the framework for transmitting information about a novel strategy; whether it is done formally or informally.

According to an investigation by Muriithi, Muriuki and Kinyanjui (2017) on the determinants of strategy execution Kenyan-based local NGOs, communication flow in many NGOs utilized a top-down paradigm; thereby presenting concerns in the current investigation since ambiguous multiple-directional communication would impede strategy execution. The investigation applied cross sectional survey design while the target universe was all local NGOs in Nairobi that deal in: youth; health; micro-finance; welfare; as well as relief services. Accordingly, the study suggested that NGOs ought to embrace more professionalism by integrating into their systems, training programs to enhance capacity, and hence improve success with strategy execution. The focus of the study was, nevertheless, exclusively on local NGOs. The current investigation, therefore, focused on both local as well as international NGOs that deal in HIV/AIDS alleviation in Kenya.

A study by Awuor (2017) focused on the determinants of strategy execution and the level of performance of the International humanitarian as well as developmental NGOs in Kenya. Using case study research design, the study determined that the degree of staff involvement in the process had significant influence on the success of strategy execution. It was, thus, suggested by the study that employee involvement in strategy execution should transcend the entire process. Although the study focused on strategy execution, the current study is unique since it focuses on both local as

well as international NGOs, and particularly those that deal in the HIV/AIDS in Kenya.

According to a study by Obadha et al. (2013) whose purpose was to determine the factors influencing functional strategy execution in Kenya, 80% of the participants said that successful strategy execution is dependent upon the competence and capabilities of staff. 74% of them reported that installing skilled and cohesive top management team was one of the biggest challenges facing the NGOs. Further, 86% of the participants said that skill-sets, technology, and knowledge portfolio could impact organizational competitiveness as well as strategy execution. Whereas the study utilized a case study design, the current investigation focused on the broader NGO fraternity, and particularly those that deal in HIV/AIDS in Kenya.

An investigation by Njagi and Kombo (2014) used case study design and focused on the influence of strategy execution on performance of commercial banks in Kenya. It revealed it is upon the members of the top management team to enhance the right culture in the organization to foster motivation, and hence organizational performance. The managers also ought to create the right team spirit that would enhance strategic fits. It entails operationalization of the organizational goals and strategies throughout the organization using sector plans. Whereas this study focused on commercial banks, the current one focused on the HIV/AIDS-based NGOs in Kenya.

A study by Muthoni and Kavale (2015) sought to examine the factors influencing strategy execution among firms that deal in water supply in Kenya. It determined that among the factors impeding strategy execution was lack of commitment among the members of the top management team, poor styles of leadership, as well as inadequate human resource capacity. Accordingly, the study suggested that management ought to employ capable staff to ensure strategy execution is not adversely affected. The current study differs contextually from the study by Muthoni and Kavale (2015) since the former focused on the HIV/AIDS-based NGOs in Kenya while the latter focused on the water supply firms. Mulago and Oloko (2019) investigated the effect of strategic alignment on the performance of

telecommunication firms in Kenya. Among the constructs under study was people alignment and process alignment. The study established that people alignment is key for firm performance. The study however differs from the current study in context as the latter focuses on NGOs. The interplay of the factors mentioned in the previous study which was conducted in for profit organization may differ in the not for profit organizations such as the NGOs which is the focus of this study.

#### **2.4.5 Strategy Implementation**

Business environment has become very dynamic and random for both profit and non-profit institutions (Abbasi, Tarhini, Elyas & Shah, 2015). Hence, there is need for managers and leaders of these institutions to think, learn and act strategically (Obeidat, Al-Suradi, Masedeh & Tarhini, 2016). Organizations need to embrace strategic management so as to overcome the challenges presented by the ever-changing business environment.

Strategy execution is more complicated than formulation (El-Masri, Orozco, Tahrini & Tahrini, 2015). Strategy execution entails operationalization of strategies through budgetary processes, structure, and systems. The process is sometimes referred to as operational planning and often involves day-to-day decisions in resource allocation (Wheelen & Hunger, 2012). According to MacLennan (2012) strategy implementation is the action that moves the organization along its route towards its goal – the fulfillment of its mission, the achievement of its vision. Strategy execution requires administrative and managerial talent and an ability to foresee obstacles that arise in strategy implementation (Rajasekar, 2014). It is the realization of its intentions.

Strategy may not succeed in 75% of the cases (Baroto, Arvand & Ahmad, 2014). Barrows (2011) identified that more than 90% of the strategic initiatives fail not due to formulation but implementation challenges. Accordingly, the focus has now shifted from strategy formulating strategies to execution. This is so because lack of implementation creates problems in maintaining priorities and reaching organizational goals (Obeidat et al., 2017).

One of the key reasons that organizations do not achieve their strategy goals is because leaders do not invest the same amount of time, energy and resources in managing the execution of the strategy as they do in strategy formulation (Bolboli and Reiche, 2013). Leaders need to realize that strategy implementation requires well-orchestrated management processes and that there is need to go beyond the routine course of business processes to make it happen. Moreover, to increase the strategy can be better implemented if proper analysis of critical success factors is undertaken (Duarte, Alonso & Austin, 2016). The current investigation focused on the effect of strategic alignment on the execution of strategies.

Ramadhan (2015) explored the effect of strategy execution determinants on effectiveness of NGO-facilitated projects in Italy; applying quantitative approach to examine the strategy execution drivers on effectiveness of projects in 25 NGOs. It was established by the study that strategy execution; including culture, leadership, systems and allocation of resources) strongly and positively impact performance. However, since the sample size was small, the study findings are not generalizable to the entire population. The study also was done in a different geographical context from the current study which focused on strategic alignment and execution of strategies, including people as well as systems alignment.

Obadha-Mwawasi, Wanjau and Wakala (2013) sought to investigate the factors affecting implementation of operational strategies in Non-Governmental Organizations in Kenya. The study used descriptive research design while the study population consisted of fifteen (15) management staff and (54) operational staff in the human resource department of ActionAid Kenya. According to the study, availability of operational resources enhances chances of success of operational strategies. The study also established that adoption of information technology and development of organizational core competencies increases the effectiveness of operational strategy implementation. This study used the case study of one organization Action Aid Kenya and the study population was drawn from one department. This poses a challenge since the sample was biased since it comprised exclusively of management and staff from one department while strategy

implementation is an organization wide exercise and therefore the results may not be generalized.

Awuor (2017) investigated the determinants of both strategy execution and performance of development NGOs in Kenya and established that staff participation, technology, external ecosystem, strategic choices, asset endowment, structure of the organization, as well as inclusivity were key determinants of strategy implementation. The researcher recommended that for the organizations to achieve high performance there is need to ensure inclusivity of employee's right from the formation of the strategy to its implementation. Awuor further recommended that these organizations need to cultivate the elements requisite for strategy implementation if they are to achieve better performance. Awuor (2017) focused on developmental NGOs which may differ in context with the current study which sought to examine the effect of strategic alignment on execution of HIV/AIDS-based NGOs in Kenya.

A study by Kipkorir and Ronoh (2017) focused on strategy execution and performance of NGOs in Kericho County, Kenya. This was a survey, with sampling done using stratified approach. The researchers established that strategy implementation moderately influences organizational performance through operationalization (allocation of resources, staff involvement and operating procedures) and institutionalization strategies (Communication and reward systems). According to this perspective, operationalization and institutionalization of strategies are two pillars of strategy execution, and neither can operate without the other. The variables under investigation in this study differ from the current study whose objective is to investigate the effect of strategy execution on performance of HIV/AIDS-based NGOs in Kenya.

#### **2.4.6 Strategic Leadership, Strategic Alignment and Strategy Implementation**

It has been reported by Labovitz and Rosansky (2012) that alignment ought to happen through someone in a position of authority and influence, and that the person has to do this through a big push or even some form of Herculean input. According to this school of thought, actual change often starts from the upper echelons. The



concept of strategic leadership has, therefore, been defined as the leader's ability to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary (Hitt, Ireland, & Hoskisson, 2007).

Ireland and Hitt (2005) define strategic leadership as a person's ability to anticipate, envision, maintain flexibility, think strategically and work with others to initiate changes that will create a viable future for the organization. Strategic leadership refers to the capability to make followers make decisions as when necessary to the extent that can enhance lasting viability of the organization (Rowe, 2001). Without effective strategic leadership, the capability of a company to achieve or sustain a competitive advantage is greatly constrained (Elenkov, 2008). High organizational performance cannot be left to chance but rather is determined by the choices the leaders make for these firms. (Daft, 2011). Strategic leadership has widely been seen as one of the vital factors that drive strategy implementation (Bossidy & Charan, 2002; Pearce & Robinson, 2007). Nevertheless, poor leadership, and particularly inadequate strategic leadership is one of the major impediments to strategy execution (Beer & Eisenstat, 2000; Kaplan & Norton, 2004).

Strategic leadership refers to the capability to make followers make decisions as when necessary to the extent that can enhance lasting viability of the organization (Rowe, 2001). The various aspects of strategic direction, including the vision and mission provide intrinsic motivation to employees for achievement of organizational goals. This allows the strategic leader time to focus on long term strategic issues such as reconfiguration of the strategic direction. Moreover, through strategic leadership, it is possible to allow risk taking and the culture of rationality. The actual function of strategic leadership is the analytical and consistent paradigm in the development of systems, strategies, and structure for the organization.

The criteria associated with strategic leadership include creating and communicating a vision of the future; exploiting and maintaining core competencies; developing organizational structures, processes and controls; developing human capital; sustaining an effective organizational culture; and infusing ethical value systems into an organization's culture (Ireland & Hitt, 2005). According to Hitt et al.

(2001); Jooste and Fourie (2009), the six critical criteria of strategic leadership are as follows: (1) determining strategic direction; (2) exploiting and maintaining core competencies; (3) developing human capital; (4) sustaining an effective corporate culture; (5) emphasizing ethical practices; and (6) establishing strategic controls. This study adopted two criteria from the above and therefore measured strategic leadership in terms of determination of strategic direction and sustaining an effective corporate culture.

Jooste and Fourie (2009) conducted a study to determine the role of strategic leadership in effective strategy implementation, the focus being the perceptions of South African strategic leaders. The universe of this study was all the strategic leaders in South Africa. The target population for the study the Financial Mail Top 200 companies strategic leaders (2006), while the sample was five randomly chosen organizations' directors. Perception of the participants on strategic leadership role in strategy execution in their organizations was examined. The respondents perceived the determination of a strategic direction for the organization as the strategic leadership action that plays the most important role in effective strategy implementation.

Mapetere, Mavhiki, Nyamwanza, Sikomwe and Mohinde (2010) in carried out a study on strategic role of leadership in strategy implementation in Zimbabwe's state-owned enterprise. 188 respondents randomly selected from four state-owned enterprises were featured in this study. The findings determined that most of the targeted enterprises in Zimbabwe were not successful in executing their strategies effectively because of lack of a clear strategic vision. Their findings were in concurrence with Irianto (2005) who concluded that the successful implementation of strategic decisions and operational directives rested in strategic action and decision in creating awareness through well-crafted vision.

In a study involving 172 Slovenian companies, Cater and Pucko, (2012) demonstrated that managers mostly rely on planning and organizing activities when implementing strategies, while the biggest obstacle to strategy implementation and execution is poor leadership. Lear (2012) investigated the association between

strategic leadership and strategic alignment South Africa-based high performing firms. The purpose of the investigation was to determine the significance of strategic leadership principles and the degree of its correlation with strategic alignment in that context. Despite its relevance to the current study, the study thrust was a determination of the correlation between strategic leadership and alignment. Hence, there was no attempt to determine the relationship between the two variables. There were also contextual variations between the two studies since the current one focuses on HIV/AIDS-based NGOs in Kenya while the other focused on the high performing firms in South Africa.

Kitonga, Bichanga and Muema (2016) carried a study on the role of determining strategic direction on Not – For- Profit Organizational performance in Nairobi. The research applied mixed method research and collected data from 328 organizations. The study established that if the leaders of these organizations clearly determine the organizations ‘strategic direction, they are likely to improve their organizational performance significantly. Sila and Gichinga (2016) carried out a study to determine the role of strategic leadership in strategy implementation in Public Universities in Kenya using a case study approach. The study established that strategic leadership plays a significant role in the implementation of strategies.

Ng’ethe (2014) did a research on determinants of academic staff retention in public Universities in Kenya and strongly emphasized that one major direction that should be given by the strategic leader in universities today is creating strategic plans. The senior management team must come together to review, discuss, challenge, and finally agree on the strategic direction and key components of the plan. Without genuine commitment from the senior team, successful implementation is unlikely. This study differs from the current study in focus as the current study focuses on HIV/AIDS NGOs.

## **2.5 Critique of Existing Literature**

A study by Raymond and Croteau (2009) notes that while the necessity for an alignment between the organization’s strategy and operations is theoretically founded; only a few researchers have empirically studied the nature of alignment as

well as its influence on the organization's performance. Their research objectives were to identify the consequences of alignment for the operational and business performance of medium-sized manufacturing enterprises and to verify whether these consequences are valid for all types of business strategy or for only some. Their study confirmed the existence of a positive association between alignment and productivity and alignment and profitability and found significant performance outcomes of alignment.

Although studies have been carried out to examine strategy implementation in NGOs ( Njagi & Kombo, 2014; Ambiyu, 2015; Muriithi *et al.*, 2017), none of these studies sought to examine the impact of strategy, customer, process, and people alignment on the strategy execution in HIV/AIDs-based NGOs in Kenya. Very few studies have examined the issue of customer alignment in NGOs. From the literature reviewed, it was noted that customers in the private and non-profit sector are diverse. For instance, in the private sector, the customer is both the buyer as well as the provider of income. In the non-profit, this is frequently not so. For the non-profit, the receiver of goods and/or services is frequently not the provider of income, meaning that there are donors and there are receivers. Kaplan and Norton, (2001) suggested that the customer perspective as far as NGOs are concerned be split into two perspectives: the donor perspective and the receiver perspective. This study adopted this approach.

O'Reilly, Caldwell, Chatman, Lapiz and Self (2010) examined the effects of a leader's alignment on strategy implementation and concluded that it is only when leaders 'effectiveness at different levels is considered in the aggregate that significant performance improvement occurs. This conclusion emphasizes the need for alignment across all levels of the organization. Lear (2012) investigated the association between strategic leadership and alignment among firms in South Africa. The thrust of the research was to examine the significance of the strategic leadership principles and the level of the correlation between the latter and strategic alignment in the high-performing firms in South Africa. Despite its relevance to the current study, it was conceptually and contextually different from the current study.

Studies on strategy implementation in NGOs in Kenya by Awuor, 2017; Obadha-Mwawasi *et al.* 2012; Kipkorir and Ronoh (2017) focused on, development and general NGOs and not specifically on NGOs that deal with HIV/AIDS. Other studies investigated strategy execution in the corporate context, including Manyasi (2012), Smith (2011), as well as Njagi and Kombo (2014). Maclellan (2009) investigated how organizations implementing strategy identify and align activities to achieve strategic objectives. In three in-depth longitudinal case studies, selected using a theoretical sample frame, it was established that practitioners did not identify and align the construction of activities that reasonably would achieve strategic objectives. This was found to be a key barrier to strategy implementation. The study found a series of problems regarding how initiatives, projects and activities are chosen and planned that together trigger ineffective activity identification and alignment. These challenges include a lack of strategic logic and clarity, inadequate breakdown of strategy, among others. Again, in this the influence of strategic leadership on strategic alignment was not part of the research scope.

Others such as Santa et al. (2010) investigated the influence of strategic alignment on the operational performance of post-executed techno-innovation. The study sought to examine the role of three forms of strategy: firm-level; business-level; as well as information system in the post execution techno-innovation phase. They established that adjustment in operational performance is achievable only through alignment with techno-innovation as well as operational effectiveness. Preliminary results indicated that firms seeking improvement in operational performance by embracing techno-innovation ought to align accordingly. The study found that operational and techno-innovation effectiveness had a strong positive correlation with performance of the organizations. The results also imply a strong positive correlation between techno-innovation effectiveness operational performance. Nevertheless, insignificant correlation was found between firm-level, business-level, and information systems, on operational performance. Operational performance, therefore, is a function of strategy execution and factors such as techno-innovation, and functional effectiveness. The study, however, used a very small sample that would render generalization of findings illogical.

A study by Fourie (2007) focused on strategic leadership and strategy execution. The thrust of the study was to assess the perception of participants on the influence of strategic leadership on strategic action in South African firms. This was an effort to provide guidelines for the effective use of strategic leadership, in general, and selected strategic leadership actions, as drivers of strategy implementation in South African organizations. Though this research was relevant to the current study, it focused CEOs only as the respondents yet strategy implementation occurs at operational levels and numerous factors affect strategy implementation at this level.

## **2.6. Research Gap**

From the review of literature, it is evident limited research has been done on extent to which strategic leadership moderates the relationship between strategic leadership and alignment, and strategy execution, particularly in Kenya. The available literature has concentrated on various other contexts in developed countries. The literature further explains the situation of various organizations at different times with special emphasis on strategic alignment and performance of firms. A lot of studies in this area have focused on strategic alignment in terms of Information systems and organizational performance. Further, the literature does not give a comprehensive review on strategic alignment on performance; especially in reference to strategy, process, customer and people alignment in the Kenyan context, particularly among the HIV/AIDS-based NGOs in Kenya.

The only study done that was close to the current study is Lear (2012) who investigated the association between strategic leadership and alignment among the high performing firms in South Africa. Nonetheless, the study had limitations of generalization of the results as the sample was limited. The study also differed in terms of context as it focused on the South African context and was limited in the sense that it only focused on high performing companies in South Africa, therefore excluding other categories of companies in different performance brackets.

Majority of studies in Kenya have investigated the association between strategic leadership and strategy execution in the corporate context. For instance, Manyasi (2012) realized a strong correlation between strategic alignment and performance in

Kenya Revenue Authority. Muthoka, Oloko and Obonyo (2017) established that strategic management drivers have a positive effect on the performance in the Tourism State Corporations in Kenya. Some of the studies on alignment and strategy implementation concentrated on areas such as communication, structure among others (Njagi & Kombo, 2014).

Many studies on strategic alignment models concentrated on the business sector yet there are contextual factors that are unique to NGOs and may cause variations in application of such models. There are contextual differences between for profit organizations and not for profit organizations, ranging from their main purpose of existence to their modes of operation. This study therefore differs in focus and context with previous studies conducted on strategy execution. The current investigation, therefore, examined the influence of alignment on strategy implementation in HIV/AIDS-based NGOs.

Summary of the research empirical studies and gaps are found in Appendix I.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

Philosophical paradigm, study design, and target universe of the study have been presented in this chapter. The type of data to be collected, data collection instrument, data collection procedure, pilot test; validity and reliability of the instrument, and the data processing and presentation have also been discussed in this chapter. Lastly, chapter also presents operationalization of study variables and proposed analytical models for testing the hypothesis.

#### **3.2 Research philosophy**

Research philosophy or paradigm is the underlying assumption upon which scientific inquiry is based. Johnson and Christensen (2008) define philosophical paradigm as an orientation as to the suitable approach to scientific inquiry. It is the sum total of what a researcher considers to be good knowledge. The main philosophical paradigms are: positivism; interpretivism; and realism (Mcnabb, 2015). Positivism paradigm involves highly structured methods for scientific inquiry, including application of quantitative methods. It is popularly applied in natural science and is relatively more objective.

Saunders, Lewis and Thornhill (2009) affirm that through positivism the researcher is concerned with facts and not opinions. It facilitates a study through collection of facts and figures. Saunders (2003) argues that in this philosophy, the function of the researcher cannot be over-emphasized since he/she is an objective analyst for the data collected so as to produce appropriate findings so as to achieve the objects of the study.

The current study was anchored on the positivism paradigm. The study was also highly structured in methodology which enabled generalization of quantifiable observations and evaluation of results with the help of statistical methods. Further, the study was theory based and conceptual framework guiding the study was



developed from existing literature and appropriate hypothesis formulated. The formulated hypothesis was tested through statistical analysis leading to accepting or rejecting hypotheses.

### **3.3 Research Design**

Several studies and authors define research design differently. Bryman and Bell (2011) assert that research design is a 'blue-print' that enables the researcher to come up with solutions to problems and guides in the process of collecting, analyzing, and interpreting the data and observations. The research design functions to articulate the strategies and tools by and through which empirical data will be collected and analyzed. Additionally, it serves to connect research questions to the data and articulates the means by which the research hypotheses shall be tested, and research objectives satisfied (Cooper & Schindler, 2011). In this regard, they argue that the research design has to (1) articulate the research questions (2) identify relevant data (3) determine data collection methods (4) select method by which data will be analyzed and verified. The research problem of the current study was studied through use of descriptive research design, specifically cross-sectional survey. This design suits the scenario where the correlation of two variables is to be determined at an instant in time (Mugenda, 2008; Cooper & Schindler, 2011).

The study used descriptive design since the intention was to gather quantitative and qualitative data that would describe the extent to which strategic leadership would moderate the association between strategic alignment and strategy execution. The combination of both quantitative and qualitative methods of data collection reduced the reliance on one type of data set. Cross – sectional survey design was deemed appropriate for this study because it enhances uniform data collection and comparison across many respondents. Cross sectional surveys are versatile in nature and therefore give accurate means of evaluating information while enabling the researcher to confirm whether there are significant causalities among the variables (Harlow, 2014). Further, the design offered the researcher the opportunity to capture population characteristics and test hypotheses quantitatively and qualitatively. Previous studies on strategy alignment used cross sectional survey (Lear, 2012).

### **3.4 Target Population**

Population refers to all the elements that meet the basis for inclusion in a study (Blumberg *et al.*, 2014). Ngechu (2008) posits that a study universe comprises a well-defined or group of persons, elements, services, activities, set of things, or households under investigation. Target population consists of all members of a real or hypothetical set of people events or objects from which a researcher wishes to generalize the results of their research while accessible population consists of all the individuals who realistically could be included in the sample (Gall, Gall & Borg, 2007). Target population in statistics is the specific population about which information is desired.

There were 8,569 NGOs registered and operating in various sectors of the economy and in every corner of the country (NGO Board Strategic Plan 2014 -2017). The study universe comprised NGOs in Nairobi that focus on the HIV/AIDS alleviation. According to the NGO Coordination Board (2009), Nairobi has the highest number of NGOs, constituting 35% of all the NGOs in Kenya. Although the NGOs cover multiple themes, majority of them are in the HIV/AIDS sector (NGO Coordination Board, 2009). This study, therefore, focused on the 313 NGOs that actively operate in Nairobi, and that deal particularly in the HIV/AIDS. The NGO's in this sector were categorized based on scope that is, 217 National (Local) NGOs and 96 International NGOs. The study targeted 626 programme managers, programme officers or equivalent from these organizations due to their involvement in strategy execution in the organizations. The inquiry focused on the NGOs registered in 2009 with the NGO coordination board because they had at least 8 years from 2009 to 2017 to implement a 5-year cycle strategic plan.

### 3.5 Sampling Frame

**Table 3.1: Target Population of the study**

<b>Scope of NGO</b>	<b>No of NGOs (Frequency)</b>	<b>Target Population</b>
Local NGOs	217	434
International NGOs	96	192
<b>Total</b>	<b>313</b>	<b>626</b>

The sampling plan describes the sampling unit, sampling frame, and sampling method for a research. The sampling frame describes the list of all population units from which the sample will be selected (Cooper & Schindler, 2011). It is a physical representation of the target population and comprises all the units that are potential members of a sample (Kothari, 2008). The sample of responding staff was drawn from the 313 NGO's operating in Kenya under the HIV/AIDS sector comprising of both international and local NGO's and comprised of two (2) respondents per NGO totaling to 626 respondents. These are project managers, project officers or the equivalent. This was informed by the fact that the targeted NGOs due to the nature of their work normally have more than one project running concurrently; hence the need to test at least two in each organization.

### 3.6 Sampling Technique

According to Orodho (2003) sampling is a procedure of selecting a representative of a population on which research can be conducted and inferential conclusion from the study can be applied in general terms to the entire population. Cooper and Schindler (2011) argue that if well chosen, samples of about 10% of a population can often give good reliability. However, researchers have developed a rule of thumb in determining sample size. For example, Borg *et al.* (2008) recommends a minimum of number of 15 in experimental research, 30 in correlation research and a minimum of 100 in survey research. To ensure representativeness, based on the categorization as either National or International in horizon, stratified random sampling method was

utilized. This sampling method permits inferential analysis (Mugenda & Mugenda, 2003). 185 officers were deliberately chosen, corresponding to approximately 30% of the study universe to obtain the size of the sample. Others such as Cheluget (2014) utilized 30% of the study universe to arrive at a sample size. Similarly, a statistical technique provided by Mugenda and Mugenda (2008) suggests that a sample of 10% is sufficient to represent a population.

In this study, the following formula was used to determine the sample size (Sekaran, 2006; Cooper & Schindler, 2006; Mugenda & Mugenda, 2008).

$$n = (z^2pq)/d^2$$

Where: n = is the desired sample size when the target population is > 10,000

z = standardized normal deviations at a chosen confidence level, for instance if the confidence level is 95% then z = 1.96

p= the proportion in the target population that assumes the characteristics being sought. In this study, the optimal 50:50 basis is assumed.

q = The balance from p to add up to 100%. That is 1-P, which in this case yielded 1- 50% (0.5)

d = the appropriate significance level, for instance at 95% confidence, the level of significance is 0.05.

As such the sample size for this study was:

$$n = (1.96^2 \times 0.5 \times 0.5)/0.05^2 = 384$$

Since the target population in this study was less than 10,000, the sample of 384 was adjusted using the formula  $n_f = n / (1 + n/N)$  where  $n_f$  is the desired sample size when sample size is less than 10,000 and n is the sample size when the target population is more than 10,000 while N is the estimate of the population size. (Mugenda & Mugenda, 2003). Accordingly,

$$n_f = n/(1+n/N) = 384/(1+384/185) = 125$$

Being that stratified sampling technique was adopted in this research, 313 NGOs were clustered into two strata in terms of scope, local and international NGOs. A sample was then selected from the strata through random sampling technique. Purposive sampling technique was then used to select project managers, project officers/coordinators or the equivalent as target respondents as they are directly involved in implementation of strategies of programmes in their organizations. Arasa *et al* (2014) used both stratified random sampling and purposive sampling in their study to arrive at a sample size.

Since the targeted respondents for 313 HIV/AIDS NGOs in Kenya was six hundred and twenty-six ( $2 \times 313 = 626$ ), using the adjusted formula above, the number of project Managers' sample was adjusted to one hundred and twenty-five (125). According to Saunders (2009), the sample size is almost a matter of judgment rather than calculation. Apportioning these respondents to every stratum proportionately yielded the following sample sizes for every stratum, which together totaled to a sample size of 125;

Local NGOs             $434/626 \times 125 = 87$

International NGOs    $192/626 \times 125 = 38$

**Table 3.2: Sample size table**

Category	Total sample	% respondents
Respondents from Local NGOs	87	70%
Respondents from International NGOs	39	30%
Total	125	100%

### **3.7 Data Collection Instruments and procedure**

The research instrument used for this research was the questionnaire with both open and close-ended questions. Saunders *et al.* (2009) say that questionnaires tend to be used for descriptive research. They point out that because each respondent is asked to respond to the same set of questions; it provides an efficient way of collecting responses from a large sample prior to quantitative analysis. Kothari (2009) defines a questionnaire as a document that consists of a number of questions printed or typed in a definite order on a form or set of forms. According to Dawson (2002), there are three basic types of questionnaires; closed ended, open-ended or a combination of both. Closed-ended questionnaires are used to generate statistics in quantitative research while open-ended questionnaires are used in qualitative research, although some researchers will quantify the answers during the analysis stage. Obtaining data from participants with different methods and experience helped prevent information bias and thus increasing credibility regarding the information collection.

Mugenda and Mugenda (2003) and Kothari (2009) agree that questionnaires have various merits. For instance, they enhance cost minimization even if the universe has wide geospatial scope. They are also more objective, allow for flexible responses from the participants, and enable the participants to give well figured out responses, there also cases when questionnaires are the only feasible access method. Through questionnaires, therefore, validity and reliability of data can be easily achieved.

The questionnaires were administered physically by the researcher and through email in some cases with the help of a research assistant. Cooper and Schindler (2011) support the use of questionnaire over personal interviews in descriptive studies because self-administered surveys typically cost less. A total of 125 questionnaires were administered to the NGOs in the HIV/AIDS sector, to programme managers, programme officers or equivalent since they are involved in strategy implementation. Due to the confidentiality and sensitivity of the information required, the questionnaire was designed in a manner that did not require the respondents to reveal their names nor the names of the NGOs.

### **3.8 Pilot study**

A pilot study is described as a small experiment devised for testing and validating the questionnaire. The pilot study was carried out to examine the questionnaire reliability. Ebrahim (2003) explains that a pilot test is crucial for assessing data collection instruments reliability. Pilot study was carried to detect weakness in design and instrumentation and to provide data for selection of a, sample (Kuvaas, 2010). Cooper and Schindler (2011) state that the size of a sample to be used for pilot testing varies depending on time, costs and practicality, but the same would tend to be 5-10 per cent of the main survey. According to Cooper and Schindler (2011) the respondents in a pilot test do not have to be statistically selected when testing the validity and reliability of the instruments.

In this study, data collection instrument, which is a questionnaire, was tested on 10% of the sample size to ensure that it was relevant and effective, this is within the recommendations. The questionnaire was in this case pilot tested on 13 project officers and managers and the respondents used for the pilot study were not used in the final study to avoid bias. Letangule, Leiro and Letting (2012) in their study on the effect of Innovation Strategies on Performance of Firms in the Telecommunication Sector in Kenya used 10% of the sample size to carry out the pilot test. The questionnaire was piloted to refine it and to enhance clarity, validity and reliability. This also gave insight on some of the operational technicalities with the study, most of which were addressed in the full-scale study.

#### **3.8.1 Reliability of the Data Collection Instrument**

Reliability is the consistency of responses; the degree to which an instrument measures in the same way each time under the same conditions. Reliability is broadly defined as the degree to which measures are free from error and therefore yield consistent results (Zikmund, 2003). Reliability can be computed through different methods like test- retest reliability, internal consistency reliability, and equivalent forms reliability. In this study, questionnaire reliability was checked by using internal consistency method to measure the correlation between each item in the questionnaire and others. Likert scale questionnaires use Cronbach alpha method. To

measure the reliability of the questionnaire to be used in the study thirteen (13) respondents were sampled randomly and asked to fill the questionnaire. Consequently, Cronbach alpha for all the statements in the questionnaire was then calculated. Cronbach alpha is a correlation coefficient between two sets of data. The results were then used to determine the reliability of the questionnaire as a research tool.

According to Kurpius and Stafford (2006) reliability coefficient refers to the scores obtained on a test. A reliability coefficient of zero indicates that the test scores are unreliable. On the other hand, the higher the reliability coefficient, the more reliable or accurate the test scores. A reliability coefficient is a numerical value that can range from zero to one. For research purposes, tests with a reliability score of 0.7 and above are accepted as reliable, whilst for clinical decision making, test scores of between 0.8 and 0.9 are acceptable (Kurpius & Stafford, 2006).

### **3.8.2 Validity of the Data Collection Instrument**

Validity in relation to questionnaires refers research instruments ability to measure what it purports to measure (Bryman & Bell, 2015). Three methods are used to measure the validity of the research tool, which are: content validity, criterion related validity, and construct validity. This study used construct validity and content validity. For construct validity, the questionnaire was divided into several sections to ensure that each section assesses information for a specific objective. This is also to ensure that the information being assessed closely ties to the conceptual framework for this study. Factor analysis was used to test construct validity. Establishing construct validity is a process that involves the verification of predictions made about the test scores. Factor analysis is the commonly used statistical method of testing for construct validity.

According to Comrey and lee (2013), factor analysis is a term that represents a large number of different mathematical procedures for analyzing the interrelationships among a set of variables and for explaining these relationships in terms of a reduced number of variables, called factors. In this case factor analysis was conducted on all items for each of the study variables. Kangu, Wanjau, Kosimbei and Arasa (2013)



used factor analysis construct validity testing. Validity test was conducted using KMO Sampling Adequacy and Bartlett's Sphericity test. For a data set to be regarded as adequate and appropriate for statistical analysis, the value of KMO should be greater than 0.5 (Field, 2013).

**Table 3.3: Operationalization and measurement of variables**

Variable		Indicators/measures	Scale Question Item
<b>Independent Variables</b>			
<b>Alignment</b>	Strategy alignment	Integration of strategies	Section two
		Alignment to mission& Vision	Likert scale
		Management Consensus	(7 Questions)
	Process alignment	Alignment to objectives	Section two
		Efficiency & Effectiveness	Likert scale
		Process Improvement	(6 Questions)
	Customer alignment	Customer centric service	Section two
		Customer Satisfaction	Likert scale
		Feedback Management	(9 Questions)
	People alignment	Strategy clarity	Section two
		Commitment	Likert scale
		Competences	(12 Questions)
<b>Moderating Variable</b>	Strategic leadership	Direction determination	Section three
		Sustaining effective culture	Likert scale (5 Questions)
<b>Dependent Variable</b>	Strategy implementation	Achievement of strategic objectives	Section four
		Timely execution of plans	Likert scale
		Cost efficiency in execution	(9 Questions)

### **3.9 Data Analysis and Presentation**

According to Zikmund *et al.* (2010), data analysis refers to the application of reasoning to understand the data that has been gathered with the objective of determining consistent patterns and summarizing the relevant details in the investigation. This study collected and analyzed primary data which was keyed into excel table before subjecting it to meaningful analysis through SPSS version 20. The process involved the identification and correction of errors in the data (data cleaning), coding the data, storing it excel form. A list of key categories and themes for each variable was generated and this helped guide the nature of the integration needed for qualitative data processing. Qualitative data obtained from the open-ended questionnaire questions was analyzed using content analysis and the data presented in prose (Mugenda & Mugenda, 2003).

Quantitative techniques were used to analyze the quantitative data. The data from the questionnaires was also edited for completeness and consistency; coded and the response on each item put into specific main themes. The data obtained was analyzed by use of descriptive statistics (frequencies and percentages) and inferential statistics. Further, to quantify the strength of the relationship between the variables, the researcher used Karl Pearson's coefficient of correlation. This was to indicate the strength and direction of association between the variables. Goodness of fit of the model was undertaken using Analysis of Variance, while test of significance was done at 5% level of significance, with the analytical model being multiple regression.

A multiple regression model was used to test the significance of the influence of the independent variables on the dependent variable. The researcher conducted multiple regression analysis so as to determine how strategy implementation is influenced by the four variables of the strategic alignment. Letangule *et al.* (2012) used multiple regression in their study.

The multiple regression equation model is illustrated below: -

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

Where:

Y is the dependent variable (strategy implementation),

$\beta_0$  is the constant (Co-efficient of intercept)

$\beta_1, \beta_2, \beta_3,$  and  $\beta_4$  are the slopes of the regression equation,

$X_1$  is the strategy alignment independent variable,

$X_2$  is the process alignment independent variable,

$X_3$  is customer alignment independent variable,

$X_4$  is people alignment independent variable while

e is an error term

The equation was solved using statistical model where SPSS was applied to generate the t- value.

The analytical model for testing the moderating effect is: -

$$Y = \beta_0 + Z (\beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4) + e$$

Where Y is the dependent variable (strategy implementation),  $\beta_0$  is the regression coefficient, Z is the moderation variable effect ( Strategic Leadership),  $\beta_1, \beta_2, \beta_3,$  and  $\beta_4$  are the slopes of the regression equation,  $X_1$  is the strategy alignment independent variable,  $X_2$  is the process alignment independent variable,  $X_3$  is customer alignment independent variable,  $X_4$  is people alignment independent variable, while e is an error term normally distributed about a mean of 0 and for purposes of computation, the  $\alpha$  is assumed to be 0. The equation was solved by the use of statistical model where SPSS was applied to generate the t- value.

### **3.9.1 Analysis of specific objectives**

The regression model was tested on how well it fits the data using statistical software. Fischer distribution test called F-test was applied to test the significance of each independent variable. F-test was used to test the significance of the overall model at a 5 percent confidence level. To determine the robustness of the model, the p-value for the F-statistic was applied. The p-value was used to reach a conclusion regarding the findings where the overall model was deemed significant if the null hypothesis was rejected and insignificant if null hypothesis was accepted. Therefore, a conclusion was made that the model was significant and predicted the dependent variable correctly if the p-value was less than 0.05 and hence the findings were not based on chance. In addition, it was determined that the model was insignificant and hence could not explain the variations in the dependent variable if the p-value was greater than 0.05.

To test the significance of each individual predictor or independent variable and hypothesis, the t-test statistic was used. The p-value for each t-test was used to make conclusions on whether to fail to accept or fail to reject the null hypotheses. A level of significance of 5 percent (0.05) was the decision rule for this study for failure to reject or failure to accept the null hypothesis. If the p-value was less than five percent, the null hypothesis failed to be accepted and the alternate hypothesis failed to be rejected. Also if the p-value was greater than 5 percent the null hypothesis failed to be rejected and the alternate hypothesis failed to be accepted. The moderating variable effect was tested using multiple linear regression and determined using p-value. The acceptance/rejection criterion was that, if the p value is less than 0.05, we reject the  $H_0$  but if it is more than 0.05, the  $H_0$  is not rejected.

The degree of relationship was expressed as a correlation coefficient ( $r$ ). The magnitude of a correlation coefficient was evaluated by considering the absolute size and lies between zero (0) and one (1) but can never assume values of zero or one. Correlation coefficients close to one indicate a strong relationship between variables. A negative correlation implies that, as the measurements of one variable increase, the measurements of the other variable decrease. A positive correlation implies that

measurement of one variable increase as the measurement on the other variable increase and vice versa.

### **3.10 Diagnostics**

#### **3.10.1 Normality**

Normality analysis helps to check that data is normally distributed. To do this, one can construct histograms and look at the data to see its distribution. Often the histogram will include a line that depicts what the shape would look like if the distribution is truly normal and therefore one can eyeball how much the actual distribution deviates from this line (Moore & McCabe, 2003). The two well-known numerical tests of normality are the Kolmogorov-Smirnov Test and the Shapiro-Wilk Test. The Shapiro-Wilk Test is more appropriate for small sample sizes (< 50 samples), but can also handle sample sizes as large as 2000. If the Sig. value of the Kolmogorov-Smirnov Test or Shapiro-Wilk Test is greater than 0.05, the data is normal. If it is below 0.05, the data significantly deviates from a normal distribution (Cohen, 1992). In this study the Kolmogorov-Smirnov Test and Shapiro-Wilk were undertaken, and the results revealed that the data was normally distributed.

#### **3.10.2 Multi -collinearity**

According to Gujarati (2009); Cooper and Schindler, (2008), multicollinearity occurs when there is the presence of correlations between the predictor variables. In severe cases of perfect correlations between predictor variables, multicollinearity can indicate that a unique least squares solution to a regression analysis cannot be computed (Field, 2013). Multicollinearity causes the standard errors to be inflated and confidence intervals which leads to unstable estimates of the coefficients for individual predictors (Cooper & Schindler, 2008). Tolerance and Variance Inflation Factor (VIF) was used to check for multicollinearity. Tolerance value less than 0.2 and VIF value above 10 indicates problem of multicollinearity. If VIF for any variable is around or greater than 10, there is collinearity associated with that variable. If there is a variable that has VIF around or greater than 10, the variable

must be removed from the regression model (Cox, 2006). The results indicated that there was no multicollinearity between the independent variables.

### **3.10.3 Heteroscedasticity**

Heteroscedasticity occurs when the variance of the error terms differs across observations. This study used Breusch Pagan test to detect the presence of heteroscedasticity. Heteroscedasticity is a common problem experienced in cross sectional data analysis and has to be accounted for in order to achieve the correct model specification. An OLS method requires that the error term have a constant variance (Gujarati, 2009). The decision rule is for a value less than 0.05 this indicate presence of heteroscedasticity and vice versa. The results revealed that the data was not suffering from heteroscedasticity.

### **3.11 Ethical Issues**

Ethics has been described as that branch of philosophy that deals with one's conduct and serves as a guide to one's behavior (Mackinnon, 2011). The importance of ethics in research is to make sure that researchers carry out research with integrity and do not undertake research for personal gain or research that will have a negative effect on others. In addressing research ethics, the study concerned itself with informed consent, voluntary participation, confidentiality, privacy, and anonymity.

To ensure elimination of any ethical concerns the researcher took steps to ensure that participation was completely voluntary. To avoid possible harm such as embarrassment or feeling uncomfortable about questions to respondents, the study did not include sensitive questions that could cause embarrassment or discomfort to the respondents. Anonymity and confidentiality were exercised to protect a respondent's identity. A survey is anonymous when a respondent cannot be identified based on a response (McNamara, 1994). Participant identification was kept confidential and was only used in determining who had not responded for follow-up purposes. All prospective respondents knew the purpose of the research. A cover letter was used to explain that the results of the study would be used in a dissertation as partial fulfillment for a Doctoral degree. Because advancements in academic fields

come through honesty and openness, the researcher assumed the responsibility to report problems and weaknesses experienced as well as the positive results of the study.

## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSION

#### 4.1 Introduction

The study determined the influence of strategy alignment on strategy implementation in non-governmental organizations in Kenya. Data was analyzed using descriptive and inferential statistics and presented using tables and graphs. The results were then interpreted in view of the conceptual framework. The sections are arranged according to the objectives of the study. This chapter presents the response rate, pilot testing which includes validity and reliability testing. The chapter also covers factor analysis, demographic characteristics of the respondents, descriptive statistics, correlation and regression analysis. The section further covers hypotheses testing results and model optimization and revised conceptual framework.

#### 4.2 Response Rate

The response rate for the study was established to ascertain the representation and the quality of responses for conclusion of the study. A total of one hundred and twenty-five (125) questionnaires were distributed to the sampled 125 respondents. Out of this, eighty-four (84) questionnaires were correctly filled and returned. This translates to a response rate of 67.2%. This response rate was way above the conventionally acceptable rate for surveys. In earlier local doctoral studies, Awino (2007) cited earlier scholars and stated that the average response rate for empirical studies was 65% of the sample. Similarly, this was in line with Orodho (2009) who observed that a response rate above 50% contributes towards gathering of sufficient data that could be generalized to represent the opinions of respondents about the study problem in the target population. The results can therefore be generalized and considered representative of the population. Table 4.1 shows a summary of response rate and frequency of responses.



**Table 4.1: Response Rate**

<b>Category</b>	<b>No.of</b>		<b>No.of</b>	
	<b>Total</b>	<b>Sample Questionnaires</b>	<b>Questionnaires</b>	<b>Percentage</b>
	<b>size</b>	<b>Returned</b>	<b>Not Returned</b>	
Local NGOs	87	58	29	46.4
International NGOs	38	26	12	20.8
Total	125	84	41	67.2

### **4.3 Pilot Test**

#### **4.3.1 Validity Test**

Validity in relation to questionnaires refers to the ability of the research instruments to measure what it purports to measure (Bryman & Bell, 2015). The study used construct and content validity to ascertain the validity of the questionnaire that was administered to the respondents. This is because it ensures that the information being assessed closely ties to the conceptual framework for this study. Kaiser-Meyer-Olkin (KMO) was used to determine whether the responses generated were valid based on their values. For a data set to be regarded as valid and appropriate for statistical analysis, the value of KMO should be greater than 0.5 (Field, 2013). The results of the KMO and Bartlett's Test of Sphericity (significance) are summarized in Table 4.6.

Findings in Table 4.2 showed that the KMO statistic for all the variables (strategic alignment, process alignment, customer alignment, people alignment, strategic leadership and strategic implementation) was greater than 0.5 which was significantly high; that is greater than the critical level of significance of the test which was set at 0.5 (Field, 2013). In addition to the KMO test, the Bartlett's Test of Sphericity was also significant (0.000, at  $p < 0.05$ ) for all the study variable. These results provide an outstanding validation for further statistical analysis to be conducted.

**Table 4.2: Validity Test**

<b>Variable</b>	<b>KMO</b>	<b>Significance</b>
Strategy Alignment	0.632	0.000
Process Alignment	0.698	0.000
Customer Alignment	0.767	0.000
People Alignment	0.536	0.000
Strategic leadership	0.70	0.000
Strategy Implementation	0.781	0.000

### **4.3.2 Reliability Test**

Reliability is broadly defined as the degree to which measures are free from error and therefore yield consistent results (Zikmund, 2003). Reliability is the consistency of responses; the degree to which an instrument measures in the same way each time under the same conditions. Cronbach alpha was calculated for all statements in the questionnaire. Cronbach alpha is a correlation coefficient between two sets of data. Field (2013) posits that scores of between 0.4 and 0.7 are considered to be of normal consistency while scores higher than 0.7 are considered of high consistency. For this study, reliability was calculated using Cronbach's alpha formula and results generated with the aid of SPSS. The findings in Table 4.3 show that cronbach's alpha for all the items were all above 0.7 indicating that the instrument was adequately reliable for measurement. Since all the variables measured had a cronbach's alpha above 0.7, they were all reliable and thus accepted.

**Table 4.3: Reliability Analysis**

<b>Variable</b>	<b>Number of items</b>	<b>Cronbach alpha</b>	<b>Comments</b>
Strategy Alignment	7	0.747	Reliable
Process Alignment	6	0.729	Reliable
Customer Alignment	9	0.802	Reliable
People Alignment	12	0.876	Reliable
Strategic leadership Strategy	5	0.79	Reliable
Implementation	6	0.812	Reliable

#### **4.4 Factor Analysis**

According to Comrey and lee (2013), factor analysis is a term that represents a large number of different mathematical procedures for analyzing the interrelationships among a set of variables and for explaining these relationships in terms of a reduced number of variables, called factors. In this case factor analysis was conducted on all items for each of the study variables.

Cooper and Schindler (2011) suggest that variables with factor loading 0.7 are acceptable. However, a minimum of 0.4 value of factor loading is allowed as suggested by other researchers. Similarly, Tabachinick and Fidell (2007) described factor loading as follows 0.32 (poor), 0.45 (fair), 0.55 (good), 0.63 (very good) or 0.7 (excellent). Factor analysis for the study was carried out in order to check for any correlated variables for redundancy in data to be reduced. It also helps to analyze the structure of the interrelationships by defining the factors.

##### **4.4.1 Factor Loading for Strategy Alignment**

The various statements relating to strategic alignment were processed using factor analysis. Tabachinick and Fidell (2007) argue that any Eigen values exceeding 0.55 from factor loading are deemed fair. Table 4.4 reveals that none of the variables had Eigen values below the said threshold. The greatest score was on the statement that the organization deliberately seeks partnership with donors whose interest are in tandem with

organization’s mission, vision and goals; with factor loading of 0.846; while the lowest item, being the argument that all strategies within the organization are linked directly to the achievement of the mission, vision and goals of the organization; had a measure of 0.648. All the seven items were therefore retained for further analysis since they all had Eigen values exceeding 0.55 the cutoff point as recommended by Tabachinick and Fidell (2007).

**Table 4.4: Factor Loading for Strategy Alignment**

<b>Statements</b>	<b>Factor Loading</b>
Strategies (Divisional/functional/departmental) at all levels of the organization work harmoniously towards common goals	0.661
All strategies within the organization are linked directly to the achievement of the mission, vision, and goals of the organization	0.648
The organization deliberately seeks partnership with donors whose interests are in tandem with the organizations mission, vision, and goals	0.846
The organizational goals are not set a side/Ignored to pursue donor goals/interests	0.841
The organization has a clear and compelling strategy that staff identify with	0.776
There is consensus among the management staff on the strategy the organization is pursuing	0.673
There is clear communication of organizational strategies to all staff by management staff, with measurable objectives and clearly articulated performance measures	0.777

#### **4.4.2 Factor Loading for Process Alignment**

Factor analysis was carried out on the statements of process alignment. According to Tabachinick and Fidell (2007) described factor loading of 0.45 as fair measure of real life data. Table 4.5 reveals that none of the variables had Eigen values below the said threshold. The greatest score was on the argument that the managers care about how work gets done as well as the results, had factor loading of 0.833; and the lowest item, being the that the organization invests in technology to redesign and improve work processes to make them faster, less costly, and more satisfying to customers had a measure

of 0.512. All the six items were therefore retained for further analysis since they all had Eigen values exceeding 0.55 the cutoff point as recommended by Tabachinick and Fidell (2007).

**Table 4.5: Factor Loading for Process Alignment**

<b>Statements</b>	<b>Factor Loading</b>
All processes are designed and regularly reviewed to ensure they contribute to the achievement of strategic goals	0.624
We review the efficiency of key strategic work processes regularly to gauge how they are functioning	0.775
When something goes wrong, we correct the underlying reasons to ensure the problem does not recur	0.514
The Managers within the organization care about how work gets done as well as the results	0.833
The organization invests in technology to redesign and improve work processes to make them faster, less costly, and more satisfying to customers and to enhance service quality	0.512
The organization understands customer needs and designs work processes to deliver quality services that meet those needs	0.763

#### **4.4.3 Factor Loading for Customer Alignment**

Factor analysis was carried out on the statements of customer alignment. Eigen values exceeding 0.4 are deemed fair enough (Rahim & Magner, 1995). Table 4.6 reveals that all the variables had Eigen values exceeding 0.5. None was dropped from the model, therefore. The greatest score was on the opinion that all departments in the organizations work harmoniously towards meeting customer expectations; teams don't work in silos. This indicator had factor loading of 0.915; while the lowest item, being on idea that that the organization takes into consideration customer feedback and puts measures in place to address customer feedback, had a measure of 0.513. All the nine items were therefore retained for further analysis since they all had Eigen values exceeding 0.55 the cutoff point recommended by Tabachinick and Fidell (2007).

**Table 4.6: Factor Loading for Customer Alignment**

<b>Statements</b>	<b>Factor Loading</b>
Our services are customer oriented in that there is an agreed upon prioritized list of what the customer cares about (customer expectations)	0.528
Processes are reviewed to ensure that they are not inward facing but contribute to meeting customer's satisfaction.	0.67
All departments in the organizations work harmoniously towards meeting customer expectations.	0.915
The organization regularly meets donor expectations in execution of funded projects	0.783
Our organization strategies are centered around the needs of the customer (those who receive our services)	0.756
Our organization reviews strategies to ensure that they contribute to the attainment of customer satisfaction	0.671
The organization has put measures in place to receive and document customer feedback	0.617
Customer complaints (both from donor and receivers of services) are shared with all the staff in the organization so as to align themselves to address them	0.746
The organization takes into consideration customer feedback and puts measures in place to address customer feedback	0.513

#### **4.4.4 Factor Loading for People Alignment**

Factor analysis was conducted on the statements of people alignment. Table 4.7 reveals that all the variables had Eigen values exceeding 0.5. None was dropped from the model, therefore. The greatest score was on the statement that organizational strategies guide the identification of skills and knowledge staff need to have. This statement had factor loading of 0.994; while the lowest item, on the idea that when there is change in strategy, staff are informed on the change and prepared for change; had a measure of 0.541. All the twelve items were therefore retained for further analysis since they all had Eigen values exceeding 0.55 the cutoff point recommended by Tabachnick and Fidell (2007).

**Table 4.7: Factor Loading for People Alignment**

<b>Statements</b>	<b>Factor Loading</b>
Every employee, from top to bottom knows and understands the organizations strategy	0.727
Every employee has clear goals and clearly sees how his/her work contributes to the achievement of broader organizational goals	0.802
Employees buy into the overall organizational goals and are committed to the realization of these goals	0.702
When there is change in strategy staff are informed on the change and prepared for change	0.541
The employees embrace the organizational values and reflect these values in their conduct and work processes	0.558
The organization has reward systems in place for individual/team's good performance.	0.67
Our organization collects information from staff about how well things are working in the organization	0.848
Staff and management engage in open and frequent communication	0.623
Teams in the organization work closely in cooperation to meet customer expectations.	0.671
When there is process change staff are trained on the new processes to enhance capacity and capability in execution of tasks	0.697
Staff members are placed according to their skills and competencies in the various parts of the organization.	0.568
People alignment leads to successful strategy implementation.	0.994

#### **4.4.5 Factor Loading for Strategic Leadership**

Factor analysis was conducted on the statements of strategic leadership. Results on Table 4.8 show that all the statements on strategic leadership had factor loading values greater than 0.5 and therefore they were accepted and thus no sub variable was dropped. According to Rahim and Magner (1995) a factor value of 0.4 is adequate for explanatory purposes. The highest item was on the idea that the top management team communicates the vision and reinforces it throughout the organization consistently. This indicator had factor loading of 0.76; while the lowest item, being on the argument that the Top Management Team translates the generalities of the vision into

specific targets for all divisions in the organization; had a measure of 0.58. All the five items were therefore retained for further analysis since they all had Eigen values exceeding 0.55 the cutoff point recommended by Tabachinick and Fidell (2007).

**Table 4.8: Factor Loading for Strategic Leadership**

<b>Statements</b>	<b>Factor Loading</b>
The Top Management Leadership develops a clear long-term vision for the organization	0.653
The Top Management Team rallies support and commitment from the staff to believe and pursue the vision fervently.	0.696
The top management team outlines the core values and ideology that the organization should live by.	0.587
The top management team communicates the vision and reinforces it throughout the organization consistently.	0.76
The Top Management Team translates the generalities of the vision into specific targets for all divisions in the organization	0.58

#### **4.4.6 Factor Loading for Strategic Implementation**

Factor analysis was conducted on the statements of strategic implementation. Table 4.9 reveals that all the variables had Eigen values exceeding 0.5. None was dropped from the model, therefore. The greatest score was on the statement relating to the argument that the organization achieves timely completion of projects for its various programmes; this had factor loading of 0.804; while the lowest item, being that the organization effectively achieves the set annual objectives; had a measure of 0.58. All the six items were therefore retained for further analysis since they all had Eigen values exceeding 0.55 the cutoff point recommended by Tabachinick and Fidell (2007).



**Table 4.9: Factor Loading for Strategy Implementation**

<b>Statements</b>	<b>Factor Loading</b>
Our organization effectively achieves the set annual financial and strategic objectives.	0.640
Our organization achieves timely completion of projects on its various programmes	0.739
Our organization efficiently completes projects for its various programmes (within cost estimates)	0.610
Our organization through each programme consistently and on a timely basis satisfies all the set benchmarks and milestones	0.579
Our organization does not compromise on quality of services offered to customers	0.561
The organization meets the expectation of its donors within each performance period (our donors get value for money and resources invested).	0.730

#### **4.5 Demographic Characteristics**

The respondents' demographic information was captured in the first section of data collection instrument. The main aspects of the background information analyzed include age of the respondent, highest level of education attained, duration at work place and designation. The demographics was essential for the discussion regarding the sample size composition.

##### **4.5.1 Age of the Respondents**

The researcher sought to establish the age limit of each respondent. This was important in assessing the level of experience of the programme managers and officers. Chung, Park, Cho, Park, Kim, Yang and Yang (2015) in a study established a positive relationship between age and work experience meaning that as age

increases, work experience also increases. The age limit was necessary to establish the level of experience and general composition of the respondents. As indicated in Table 4.10, majority (38.09%) were between 31 and 40 years old, 32.14% of the respondents were between 41 to 50 years while 26.19% of the respondents were between 21 to 30 years. Three-point five percent of the respondents were over 50 years and no respondent was below 20 years. This implied that majority of the project managers, project officers or the equivalent of the NGO's operating in Kenya under the HIV/AIDS sector aged 30 years and above thus they were able to execute their duties. Results were presented on Table 4.10.

**Table 4.10: Age of the Respondents**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Below 20 years	0	0.00
21-30 years	22	26.19
31-40 years	32	38.09
41-50 years	27	32.14
Over 50 years	3	3.57
<b>Total</b>	<b>84</b>	<b>100</b>

#### **4.5.2 Level of Education for the Respondents**

Since the target respondents of the study were programme managers and officers, it was important to evaluate their level of education since it has been found that the longer one spend in academia the better their writing, reading, comprehension and communication skills will become (Chowdhury, Endres & Frye, 2019). The study established the level of education of the respondents in order to understand their perception and gauge if they comprehend the answers being sought from the questions. The highest level of education formed part of the study as an indicator of the respondent's level of grasp and familiarity with strategic issues under investigation. Table 4.11 indicates the breakdown of the highest level of education attained by the respondents. As indicated in Table 4.3, majority (50%) of the

respondents had postgraduate training. All respondents had college level training and above therefore they were able to answer the questions under investigation.

**Table 4.11: Highest Level of Education**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Primary	0	0.00
Secondary	0	0.00
College	10	11.90
Undergraduate	32	38.10
Postgraduate	42	50.00
<b>Total</b>	<b>84</b>	<b>100</b>

#### **4.5.3 Length of Service of the Respondents**

As part of the background information, the researcher also sought to establish the length of service for each respondent. Work experience is any experience that a person gains while working in a specific field or occupation. Length of service was found necessary in capturing the respondent’s level of experience and familiarity with the issues under investigation in a given institution. Table 4.12 shows the summary of length of service as was indicated by each respondent. Results shows that majority (46.43%) of the respondents had worked for a duration of at least between 1 and 5 years in their organizations, 36.90% of the respondents had been in their organizations for a duration of between 6 and 10 years while 7.14% of the respondents had had served for a duration of 11 to 15 years in their organizations. Only 5.95% of the respondents had worked for less than 1 year while 3.57% of the respondents had working experience of over 15 years. The result implied that majority of the respondents had a working experience of one to ten years therefore they understood the strategy alignment employed by their organization to for strategy implementation of in NGOs in Kenya.

**Table 4.12: Length of Service of the Respondent**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 1 year	5	5.95
1-5 years	39	46.43
6 – 10 years	31	36.90
11-15 years	6	7.14
Over 15 years	3	3.57
<b>Total</b>	<b>84</b>	<b>100</b>

#### **4.5.4 Designation of the Respondent**

The target respondents in this study were categorized as programme manager or its equivalent, programme officer or its equivalent and finally any other. Table 4.13 illustrates the designation breakdown of the respondents in each category. As indicated in Table 4.5, majority (46.43%) of the respondents were the program officers while 39.29% of the respondents were the program managers. Only 14.28% of the respondents did not indicate their designation. The result implied that 85.72% of the respondents herein were the target population in the study and thus the response information sought in the study was probably captured. According to Bossidy, Charan and Burck (2011) and Mauborgne (2015) managers take responsibility for strategy execution. The distribution of the respondents is quite normal and it was fair representation of management.

**Table 4.13: Designation of the Respondents**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Program Manager or equivalent	33	39.29
Program Officer or equivalent	39	46.43
Any other	12	14.28
<b>Total</b>	<b>84</b>	<b>100</b>

## **4.6 Descriptive Analysis**

Descriptive statistics are used to depict the features of the data in a study. This is because they provide simple summaries about the sample and the measures. Descriptive analysis simply forms the basis of every quantitative analysis of data and includes the mean and standard deviation (Conradie & Paduri 2014). This section contains descriptive analysis for strategic alignment, process alignment, customer alignment, people alignment, strategic leadership and strategic implementation. A Likert scale of 1 to 5 (1= Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 =Agree, 5 = Strongly Agree) was presented for answering by respondents.

### **4.6.1 Descriptive Analysis of Strategy Alignment**

Strategy alignment was the first independent variable in this study. The study sought to determine that strategies (divisional/functional/departmental) at all levels of the organization work harmoniously towards common goals; strategies at all levels within the organization do not compete with one another; the organization ensures that strategies in one part of the organization do not unintentionally and inappropriately impact the ability to achieve strategies in another part of the organization; all strategies within the organization are linked directly to the achievement of the mission, vision and goals of the organization among others. The results of this study are as depicted in Table 4.14.

**Table 4.14: Strategy Alignment**

<b>Statements</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Std. Dev</b>
Strategies (Divisional/functional/departmental) at all levels of the organization work harmoniously towards common goals	1.20%	0.00%	2.40%	34.50%	61.90%	4.56	0.665
All strategies within the organization are linked directly to the achievement of the mission, vision and goals of the organization	0.00%	0.00%	2.40%	13.10%	84.50%	4.82	0.443
The organization deliberately seeks partnership with donors whose interest are in tandem with organization's mission, vision and goals	0.00%	0.00%	6.00%	22.90%	71.10%	4.65	0.593
The organizational goals are not set a side/Ignored to pursue donor goals/interests	0.00%	0.00%	14.30%	45.20%	40.50%	4.26	0.696
The organization has a clear and compelling strategy that staff identify with	0.00%	1.20%	4.80%	42.20%	51.80%	4.45	0.649
There is general consensus among the management staff on the strategy the organization is pursuing	0.00%	2.40%	1.20%	39.30%	57.10%	4.51	0.649
There is clear communication of organizational strategies to all staff by management staff, with measurable objectives and clearly articulated performance measures	0.00%	0.00%	6.00%	45.80%	48.20%	4.42	0.607
<b>Average</b>						<b>4.52</b>	<b>0.614</b>

Results in Table 4.14 show that 96.4% (34.5%+61.9%) of the respondents agreed that strategies at all levels of the organization worked harmoniously towards common goals while 2.4% of the respondents were not sure/undecided on the statement. This means that productivity could be achieved through the harmonious working. The finding is supported by to Srivastava (2017) who noted that alignment leads to enhancement of organizational performance while lack of alignment leads to poor performance. Salimian et.al (2012) also noted that business strategies and functional strategies must be linked and integrated to ensure they are pulling in the same direction, towards achievement of organizational goals.

The study findings determined that ninety-seven-point six percent (97.6%) of the respondents concurred that strategies within the organization are directly connected to the attainment of the organizations mission, vision, and goals. This means the strategies within the organization were made in line with their vision, mission, and goals. This finding concurs with Labovitz and Rosanky (2012) who note that strategies within the organization should be based on the vision and mission of the organization and therefore when implemented should lead to achievement of organizational goals. The result informs that of Higgins (2005) who observed that strategies were formulated to achieve an organization's purpose. Change in strategic purpose leads to change in strategy. Strategic purpose includes strategic intent, vision, focus, mission, goals and strategic objectives. The findings are also consistent with other empirical results Craig, (2011) and Govindarajan and Trimble (2012) which pointed out that for an organization to be successful, it must ensure that clear vision and mission statements are developed to guide the strategic process of the institution.

The results indicated that ninety-four percent (94.0%) of the respondents agreed that organization deliberately sought partnership with donors whose interest were in tandem with organization's mission, vision and goals while 6.0% of the respondents were neutral/unsure on the statement. Similarly, 85.9% of the respondents agreed that organizational goals were not set a side/Ignored to pursue donor goals/interests. This implies that organization liaised and corporate with donors who had their interests while

at same time ensuring that their goals, missions and visions were adhered to. These results are supported by Ambiyo (2015) who recommended a clear articulation of the goals and objectives of the strategy to support the strategy implementation efforts to realize improved organizational performance. This finding further concurs partially with Conman. *et al* (2005) who noted International NGOs inherently have greater access to resources than most national and local organizations and this access can give them the luxury of becoming strategically focused. They also however noted that Local and national NGOs on the other hand must often hop from project to project, frequently with different objectives and approaches, to keep the revenue flowing. This can limit their ability to focus and concentrate on becoming institutions of excellence in a particular service delivery area. The potential is for an organization to spread itself too thin by attempting to work in too many different areas (in which it often does not have technical experience or expertise). These may hinder achievement of strategic goals.

From the study, ninety-four percent (94.0%) of the respondents concurred that organization had a strategy that is well defined that staffs identify with while 96.4% of the respondents concurred that among the management staff there was consensus on the strategy being pursued by the organization. This means that most of the NGOs had clear strategies which were familiar to their staff and their management. Ho, Wu and Wu (2014) pointed out that consensus is positively associated with frontline employees' performance and is critical to the success of an organization's strategy implementation. The results are consistent with Vervweire (2014) who observed that effective strategy implementation starts with formulating a compelling, winning strategy. He further noted that although there are numerous strategy frameworks; it is surprising that very few firms have a compelling and winning strategy.

From the study, ninety-four percent (94.0%) of the respondents agreed that there was clear communication of organizational strategies to all staff by management staff, with measurable objectives and clearly articulated performance measures. Clarity in communication is vital for passing and understanding of the organizational strategies. This corroborates the study by Obeidat (2017) who established that communication of



an organization's strategy is critical for its successful implementation. This finding is corroborated by Wheelen and Hunger (2010) who expounds that effective execution of strategic change can be achieved through communication in a world-wide survey of 3,199 executives by McKinsey & Company and that communication and involvement was the approach most used by companies that successfully transformed themselves. The mean score for this indicator was, broadly, 4.52; implying majority of the respondents agreed to the statements. The corresponding standard deviation was 0.614 implying that most of the responses were less dispersed from the mean.

#### **4.6.2 Process Alignment**

Process alignment was the second independent variable in this study. The study sought to determine that processes are designed and regularly reviewed to ensure they contribute to the achievement of strategic goals; all processes within the organization work together harmoniously to enhance achievement of the mission, vision and objectives of the organization; that organizations review the efficiency of key strategic work processes regularly to gauge how they are functioning among others. The results of this study are as depicted in Table 4.15.

**Table 4.15: Process Alignment**

<b>Statements</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Std. Dev</b>
All processes are designed and regularly reviewed to ensure they contribute to the achievement of strategic goals	2.40%	0.00%	13.10%	45.20%	39.30%	4.17	0.942
We review the efficiency of key strategic work processes regularly to gauge how they are functioning	1.20%	1.20%	6.00%	41.70%	50.00%	4.38	0.759
When something goes wrong, we correct the underlying reasons to ensure the problem does not recur	0.00%	1.20%	21.40%	48.80%	28.60%	4.05	0.743
The Managers within the organization care about how work gets done as well as the results	1.20%	0.00%	8.30%	53.60%	36.90%	4.25	0.709
The organization invests in technology to improve work processes to make them faster, less costly, and more satisfying to customers and to enhance service quality.	0.00%	0.00%	2.40%	42.90%	54.80%	4.52	0.548
The organization understands customer needs and designs work processes to deliver quality services that meet those needs	1.20%	6.00%	17.90%	42.90%	32.10%	3.99	0.925
<b>Average</b>						<b>4.22</b>	<b>0.771</b>

Results in Table 4.15 show that 84.5% (45.2%+39.3%) of the respondents agreed that processes were designed and regularly reviewed to ensure they contributed to the achievement of strategic goals. This is in agreement with Morrison (2014) who posits that through process composition and assessing strategic alignment, businesses can ensure that all components of the organization work towards the core goals and the company vision. This concurs with Mallar (2010) who noted that leading companies implement an organizational change by identifying their processes, choosing the relevant processes, analyzing and improving them; and finally, using this approach to transform their organizations

Majority of the respondents, 91.7% agreed that their organization reviewed the efficiency of key strategic work processes regularly to gauge how they were functioning. This concurs with Katz *et al.* (2016) who recommended that competitiveness and company performance requires the alignment of short-, medium- and long- term internal and external activities in an ever-changing environment. This concurs with Kaplan and Norton (2006) who advocates that organizations that want to achieve success must ensure that their processes are reviewed towards achieving of organizational goals.

From the study, 77.4% of the respondents agreed that when something goes wrong they correct the underlying reasons to ensure the problem does not recur. This means that regular reviews of processes help in achievement of goals, efficiency and resilience in operations. The result is supported by Smith (2011) who noted that the task of strategy implementation is primarily an operations-driven activity, revolving around the management of people and business processes. He noted that successful execution is dependent on performing a good job with and through others and building and strengthening competitive capabilities. These capabilities are partially demonstrated through robust systems in the organization that drive strategy execution.

Similarly, 90.5% of the respondents agreed that the managers within the organization cared about how work gets done as well as the results. This means management pays attention to results and attainment of goals. The result differs with Cornman (2005) who

observed that many NGOs do not have the rigorous accounting procedures and systems that many donors and potential collaborators consider a minimum standard and do not have the resources to invest in improving administrative procedures when scarce resources are prioritized to relieve suffering in the community.

The study established that ninety-seven-point seven percent (97.7%) of the respondents agreed that their organization invested in technology to redesign and improve work processes to make them faster, less costly, and more satisfying to customers. These results are consistent with Santa *et al.* (2010) who established that the impact of operational effectiveness and technological innovation effectiveness are related directly and significantly to improved operational performance. This again differs with Cornman (2005) who observed that many NGOs do not have the rigorous accounting procedures and systems that many donors and potential collaborators consider a minimum standard and do not have the resources to invest in improving administrative procedures when scarce resources are prioritized to relieve suffering in the community.

From the study, 75.0% of the respondents agreed that their organization understood customer needs and designs work processes to meet those needs. This concurs with Kaplan and Norton (2016) who reiterate the importance of internal systems in addressing customer needs. This also agrees with Labovitz and Rosansky (2012) who note that processes should be effective by ensuring that they are geared to achieve the goals of the organization. When Organizational processes focus on the customer, as the overarching goal, a powerful horizontal alignment will be achieved. The mean score for this indicator was, broadly, 4.22; implying majority of the respondents agreed to the statements. The corresponding standard deviation was 0.771 implying that most of the responses were less dispersed from the mean.

### **4.6.3 Customer Alignment**

The third independent variable was customer alignment. The study sought to investigate whether the organizations services are customer oriented and there is an agreed upon prioritized list of what the customer cares about (customer expectations); all departments in the organizations work harmoniously towards meeting customer expectations; the organization regularly meets donor expectations in execution of funded projects; our organization strategies are centered around the needs of the customer (those who receive our services) among others. The results of this study are as presented in Table 4.16.

**Table 4.16: Customer Alignment**

<b>Statements</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Std. Devi</b>
Our services are customer oriented; there is an agreed upon prioritized list of what the customer cares about (customer expectations)	1.20%	3.70%	9.80%	41.50%	43.90%	4.22	0.917
Processes are reviewed to ensure that they are not inward facing but contribute to meeting customer's satisfaction.	1.20%	2.40%	1.20%	38.10%	57.10%	4.48	0.752
All departments in the organizations work harmoniously towards meeting customer expectations.	0.00%	0.00%	4.80%	39.30%	56.00%	4.51	0.591
The organization regularly meets donor expectations in execution of funded projects	0.00%	0.00%	9.50%	47.60%	42.90%	4.33	0.646
Our organization strategies are centered around the needs of the customer (those who receive our services)	0.00%	0.00%	3.60%	41.70%	54.80%	4.51	0.57
Our organization reviews strategies to ensure that they contribute to the attainment of customer satisfaction	0.00%	0.00%	13.10%	51.20%	35.70%	4.23	0.665
The organization has put measures in place to receive and document customer feedback	1.20%	3.60%	17.90%	44.00%	33.30%	4.05	0.877
Customer complaints (both from donor and receivers of services) are shared with all the staff in the organization so as to align themselves to address them	0.00%	3.60%	28.60%	44.00%	23.80%	3.88	0.813
The organization takes into consideration customer feedback and puts measures in place to address customer feedback	0.00%	1.20%	9.50%	42.90%	46.40%	4.35	0.703
<b>Average</b>						<b>4.28</b>	<b>0.726</b>

Results in Table 4.16 show that 85.4% (41.5%+43.9%) of the respondents agreed their services were customer oriented and there was an agreed upon prioritized list of what the customer cares about (customer expectations). This agrees with Niven (2006) who argued that for organizations to achieve good performance, they must create products and services which customers perceive as adding value to their lives. Kaplan and Norton (2006) argue that organizations are to achieve long run superior financial performance; they must create and deliver products and services that are valued by customers. Peel (2012) notes that one of the reasons organizations fail in the strategic management process is failure to understand the customer.

The study found out that 95.2% of the respondents agreed that all departments in their organization work harmoniously towards meeting customer expectations. This concurs Lechler and Gao (2012) who noted that clients play a critical role in projects because they are the ones for whom a project is usually intended and made use of. Clients inform the scope of a project as well as influence project implementation and test a project's result. Ultimately all parts of the organization should work towards a common goal, to satisfy the customer. These findings also concur with Khadem (2008) who noted that aligned organizations enjoy greater customer produce superior returns for shareholders.

According to the study 95.3% of the respondents agreed that organization regularly met donor expectations in execution of funded projects. This implies that the organization offered services to the expectation of their clients while their department worked harmoniously towards meeting customer expectations which in turn then made them meet the donors' expectations. This concurs with (Kaplan and Norton 2006) who noted that for organizational success to be realized, beyond aspiring to satisfying and delighting their customers, business unit managers must translate their mission and strategy statements into specific market and customer based objectives. These authors noted that in the NGO sector, the customer refers both to the receiver of services and the donor. The findings are also consistent with Lechler and Gao (2012) who posit that clients play a critical role in projects because they are the ones for whom a project is

usually intended and made use of. Clients inform the scope of a project as well as influence project implementation and test a project's result.

Similarly, 90.5% of the respondents agreed that their organization reviews strategies to ensure that they contribute to the attainment of customer satisfaction. This concurs with Anderson and Liedman (2013) who recommended in their study that project managers need to have a continuous identification of customer expectations at the same time take them on an educational journey during implementation of projects. This is to influence the customers' expectations or adapt the project and its outcome to match their expectations and achieve customer satisfaction. The results are also consistent Labovitz (2004) who noted that aligned organizations enjoy better customer as well as employee satisfaction rating and produce superior returns for shareholders.

The study established that according to 96.5% of the respondents agreed that their organization had put in place strategies to address the needs of both our donors as well as our customers (receivers of our services) while 86.9% of the respondents agreed processes were reviewed to ensure that they were not inward facing but contributed to meeting customers' expectations. This implies that the organization reviewed their strategies that helped them attain customer satisfaction and their donor's expectations. This is in line with Lear (2012) who observed that people in aligned organizations have a clear line of sight to customer requirements and organizational goals. Sustained excellence emerges when all the key elements of a business are connected and simultaneously linked to the marketplace. There is increasing evidence that strategic alignment is a vital factor in achieving business success. Don (2015) in a study dealing with the alignment problem notes that a when a company focuses on becoming more customer-centric, one of the biggest challenges that company has to overcome is aligning their internal systems, accountabilities and responsibilities with individual needs and interests. Seventy-seven-point three percent (77.3%) of the respondents agreed that their organization had regularly experienced repeat donor partnerships because of efficient and effective execution of previous projects. This concurs with Labovitz (2004) who noted that the hallmark of aligned organizations is that they



consistently deliver measurable improvements in customer loyalty, customer satisfaction, employee retention and return to shareholders, all at the same time.

From the study 67.8% of the respondents agreed that customer complaints (both from donor and receivers of services were shared with all the staff in the organization so as to align themselves to address them. This is supported by Eskerod and Jepson (2016) who posit projects can only be successful through contributions from stakeholders. They further note that projects may fail because project management does not take the requirements, wishes and concerns of stakeholders sufficiently into account.

89.3% of the respondents agreed that their organization takes into consideration customer feedback and puts measures in place to address customer feedback. This means that organizations had experience with both their donors and clients. The results agree with Eskerod and Jepson (2016) who postulate that in projects it is the stakeholders that assess whether they find the project successful - an assessment based on criteria that goes further than receiving the project deliverables. In most cases, the criteria are implicit and change during the project course. This is a major challenge for project managers. They further note that the route to better projects lies in finding ways to improve project stakeholder management. The results further with Kaplan and Norton (2001) who asserted that companies that do not understand their customers' needs eventually find out that competitors can make inroads by offering products or services that are better aligned to their customer's preferences. The mean of the responses, broadly, was 4.28 implying that there was agreement by most of the participants to the statements. The corresponding standard deviation was 0.726 implying that the responses were less dispersed from the mean.

#### **4.6.4 People Alignment**

The fourth independent variable of the study was people alignment. The study sought to establish whether in the organization every employee, from top to bottom knows and understands the organizations strategy; every employee has clear goals and clearly sees how his/her her work contributes to the achievement of broader organizational goals; when there is change in strategy staff are informed on the change and prepared for change; staff and management engage in open and frequent communication among others. The results are presented in Table 4.17.

**Table 4.17: People Alignment**

<b>Statement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Std. Dev</b>
Every employee, from top to bottom knows and understands the organizations strategy	0.00%	0.00%	9.50%	51.20%	39.30%	4.30	0.636
Every employee has clear goals and clearly sees how his/her work contributes to the achievement of broader organizational goals	0.00%	1.20%	2.40%	48.80%	47.60%	4.43	0.607
Employees buy into the overall organizational goals and are committed to the realization of these goals	0.00%	0.00%	8.30%	33.30%	58.30%	4.5	0.649
When there is change in strategy staff are informed on the change and prepared for change	0.00%	0.00%	3.60%	47.60%	48.80%	4.45	0.568
The employees embrace the organizational values and reflect these values in their conduct and work processes	1.20%	0.00%	7.10%	46.40%	45.20%	4.35	0.72
The organization has reward systems in place for individual/team's good performance.	2.40%	15.50%	19.00%	40.50%	22.60%	3.65	1.07
Our organization collects information from staff about how well things are working in the organization	1.20%	0.00%	7.10%	52.40%	39.30%	4.29	0.704
Staff and management engage in open and frequent communication	4.80%	13.10%	23.80%	35.70%	22.60%	3.58	1.122
Teams in the organization work closely in cooperation to meet customer expectations.	1.20%	2.40%	13.10%	48.80%	34.50%	4.13	0.818
When there is process change staff are trained on the new processes to enhance capacity and capability in execution of tasks	0.00%	3.60%	4.80%	46.40%	45.20%	4.33	0.734
Staff members are placed according to their skills and competencies in the various parts of the organization.	0.00%	0.00%	6.00%	45.20%	48.80%	4.43	0.607
People alignment leads to successful strategy implementation.	1.20%	5.50%	15.20%	38.50%	39.60%	4.2	0.511
<b>Average</b>						<b>4.22</b>	<b>0.728</b>

Results in Table 4.17 show that 90.5% of the respondents agreed that every employee, from top to bottom knew and understood the organizations strategy, which concurs with the findings of Ramadan (2015) who noted that NGOs that have good communication channels would increase their level of coordination and sustain a good flow of information among employees which would ultimately contribute to the level of effectiveness of projects. This is further supported by Khadem (2008) who maintains that alignment needs a centre of focus or frame of reference for all employees, which is the vision, values and strategy of the organization. Alignment therefore means alignment with the organization's vision, values, and strategy. The empirical study by Jooste and Fourie (2009) noted that ineffective communication and a poor understanding of the strategy by the staff can obstruct strategy implementation.

Similarly, 96.4% of the respondents agreed that every employee had clear goals and clearly saw how his/her work was instrumental to realizing the broader goals of the organization. These findings are in tandem with those of Jooste and Fourie (2009) who determined in organizations that are well aligned, goals that are clearly defined are evident at the top of the organization / group and are clearly communicated at all hierarchical levels. They noted that employee motivation is likely to be enhanced where employees can clearly see how their work contributes to broader organizational; it demonstrates how they are making a difference. The findings are further consistent with De Salas and Huxley (2014) who found that a difficulty in decomposing goals for lower levels of the organization (especially when strategy is not clearly linked to department, team and individual goals as a function of operational planning) will lead to a common difficulty in implementing strategy results.

In the study 91.6% of the respondents agreed that employees bought into the overall organizational goals and were committed to the realization of these goals. This finding concurs with Njagi and Kombo (2014) who posit that the motivational and inspirational challenge for leaders is to build such determined commitment up and down the ranks that an enthusiastic organization wide crusade emerges to carry out the strategy and meet performance targets as well as a concerted managerial effort to create a series of

strategy- supportive fits. Lorange (1998; as cited in Kyalo, Katuse & Kiriri 2016) notes that one key challenge in successful strategy implementation is ensuring employees' buy-in and directing their capabilities and business understanding toward the new strategy. The results also concur with McChesney, Covey and Huling (2012) who posit that leaders should come up with fresh commitments for the team because the team's execution discipline can always be improved and for fresh ideas to come forth. As such they should be committed to train team members and engage the team for higher performance through a two-way dialogue about the team's performance. This leads to increased engagement of the team members.

From the study ninety-six-point four percent (96.4%) of the respondents agreed that when there was change in strategy staff were informed on the change and prepared for change. This agrees with the study of Maditinos *et al.* (2014) who concluded that an organization that provides its employees with training has higher probability of accomplishing successful implementation. Sue and Khawaja (2015) approved statistically the crucial effect of employee's sufficient capabilities at all the managerial levels on the success of strategy execution. Schaap (2012) hypothesized that effective senior-level leadership behaviors will be directly related to successful strategy implementation and concluded that senior-level leaders who have been trained in or studied strategic planning and implementation are more likely to meet the performance targets set for the company.

The study established that 91.6% of the respondents agreed that employees embraced the organizational values and reflected these values in their conduct and work processes. This agrees with Speculand (2014) who recommended that managers must create the right conditions for strategy implementation by ensuring a culture that supports the implementation process. Koseoglu, Yazici and Okumus (2018) also noted that shared values have a crucial role to play in strategy execution. Sila and Gichinga (2016) also established that culture plays a critical role in strategy implementation.

Similarly, 63.1% of the respondents agreed that their organization had reward systems in place for individual/team's good performance. These results are consistent with Shah and Sid Nair (2014) who found that communication and staff engagement with reward incentives could improve the implementation process. This concurs with Muriithi, Muriuki and Kinyanjui (2017) who in their study on factors affecting strategy implementation in local NGOs in Kenya recommended that NGOs should have a more defined culture that allows rewarding of more performing employees to motivate them to implement and attain the strategic objectives easily.

From the study, 91.7% of the respondents agreed that their organization collects information from staff about how well things were working in the organization while 58.3% of the respondent agreed that staff and management engaged in open and frequent communication. Jiang and Carpenter (2013) emphasized that communication is one of the most important factors that affect strategy implementation, as it is the way in which the necessary information is transmitted). Bolboli and Reiche (2013) identified communication as the mechanism that sends formal and informal messages about the new strategy. This agrees with Kagendo (2013) who established that stakeholder involvement is critical strategy execution in NGOs. Employees are key stakeholders in the strategy implementation process and therefore communication will reduce the levels of resistance hence promote strategy implementation processes.

83.3% of the respondents agreed that teams in the organization worked closely in cooperation to meet customer expectations. This concurs with Khadem (2008) who noted that two people are aligned when they move in the same direction. They are integrated when they cooperate with each other. Total alignment encompasses both alignment and integration. This state of alignment means that everyone in the organization understands the strategy, buys into it, knows the right action for realization of the aspirations. The findings are consistent with Mwanje (2016) who established that teamwork is key in effective execution of strategic goals in organizations.

From the study 91.6% of the respondents agreed that when there was process change staff were trained on the new processes to enhance capacity and capability in execution of their tasks. Speculand (2014) noted that many strategy implementation efforts fail because leaders underestimate their challenges and as result take off their eyes from what needs to be done while at the same time leaders do not have a framework to guide them through strategy implementation journey. 94.0% of the respondents agreed that staff members were placed according to their skills and competencies in the various parts of the organization while. The above findings are consistent with the findings of Ambiyu (2015) who established in her study that there is a necessity to staff the organization with candidates based on their ability to support the strategy. She further established that there is need for building new workforce skills/competencies to support the strategy as integral components in promoting alignment; which ultimately will lead to improved performance. Skills acquisition by the employees will boost their capacity and morale to deliver on the strategy implementation.

Similarly, 78.1% of the respondents agreed that organizational strategies guided the identification of skills and knowledge staff needed to have. The finding is consistent with that of Omboi and Mucui (2012) who agreed that education and training are dynamic aspects that are driven by the world forces like globalization, lifelong learning and the culture of the people intended for the education and training. The study recommended the need to update personal skills to match the demands at the work place for all the people. The result informs that of Cornman (2005) who observed that training and the practical application of that training are both essential to correcting weaknesses. His findings differ with the current study in that he noted that there are also inherent challenges in the capacity and sustainability of the administration of local NGOs that rely primarily on voluntary—as opposed to paid—staff. The mean score for this indicator was, broadly, 4.22; implying majority of the respondents agreed to the statements. The corresponding standard deviation was 0.728 implying that most of the responses were less dispersed from the mean.

#### **4.6.5 Strategic Leadership**

The moderating variable for the study was strategic leadership. Under this category the study sought to investigate whether the top management leadership develops a clear long-term vision for the organization; the top management; the top management team outlines the core values and ideology that the organization should live by rallies support and commitment from the staff to believe and pursue the vision fervently among others. Results are as presented in Table 4.18.



**Table 4.18: Strategic Leadership**

Statements	Strongly	Disagree	Neutral	Agree	Strongly	Mean	Std.
	Disagree				Agree		Dev.
The Top Management Leadership develops a clear long-term vision for the organization	1.20%	1.20%	0.00%	21.40%	76.20%	4.7	0.655
The Top Management Team rallies support and commitment from the staff to believe and pursue the vision fervently.	0.00%	0.00%	1.20%	50.00%	48.80%	4.48	0.526
The top management team outlines the core values and ideology that the organization should live by.	0.00%	0.00%	6.00%	33.30%	60.70%	4.55	0.609
The top management team communicates the vision and reinforces it throughout the organization consistently.	0.00%	1.20%	4.80%	54.80%	39.30%	4.32	0.624
The Top Management Team translates the generalities of the vision into specific targets for all divisions in the organization	0.00%	0.00%	9.40%	60.20%	30.30%	4.23	0.591
<b>Average</b>						<b>4.46</b>	<b>0.601</b>

Results in Table 4.18 show that 97.6 % of the respondents agreed that top Management Leadership develops a clear long-term vision of the organization. These findings are consistent with Hitt, Ireland and Hoskisson (2013) who posit that strategic leaders should possess the ability to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary. The findings are also consistent with Bryson (2018) who noted the significance of strategic direction setting in organizations and indicated that strategic planning can help leaders and managers of public and nonprofit organizations think, learn, and act strategically. This view was also supported by Toole (2010) who observed that for many nonprofits, strategic planning can be a critical step in realizing success. Kitonga *et al.* (2016) noted that not-for-profits organizational performance increases as determining strategic direction increases.

Similarly, 98.8% of the respondents agreed that top management team rallies support and commitment from the staff to believe and pursue the vision fervently. These findings concur with Labovitz and Rosansky (2012) who note that in aligned organizations, every employee—from top to bottom—understands the company's strategy and his or her role in it. These findings are consistent with Lear (2012) who noted that the top management team play a critical role in championing teamwork and buy in from staff in pursuit of the strategic goals.

The study established 94.0% of the respondents agreed that top management team outlines the core values and ideology that the organization should live by. This finding is corroborated by Pearce and Robinson (2012) who explain that organizations should develop core values that guide the decision making and practice of management as well as how employees interact intra and extra with the outside stakeholders. These findings are agreement with Ongong'a (2014) who posits that the role of leadership in strategic planning and management as a factor influencing organizational culture. Lear (2012) established that strategic leaders that do not value effective corporate culture are inclined towards a command and control style of management, which is not favorable in releasing the untapped energy of employees and does not align activities with intentions (Rowe, 2001).

Similarly, 91.4% of the respondents agreed that top management team communicated the vision and reinforces it throughout the organization consistently. This finding is corroborated by Wheelen and Hunger (2010) that communication is key to effective management of strategic change, implying that the rationale for strategic changes should be communicated to workers not only in newsletters, speeches but also in training and employee development plans. This concurs with Njagi and Kombo, (2014) who noted that the stronger the strategy- supportive fits created internally, the greater the chances of successful implementation. They posit that this involves communicating organizational goals to employees and translating these goals into group and individual level plans. These concurs with Verwire (2014) that there must be consensus among the management to make sure all are working towards common goals and therefore pulling in the same direction. Strategies are drawn from the goals of the business and are intended to provide direction on how business goals will be achieved to all members of the organization. Therefore, all strategies need to work harmoniously in concert to be effective. In situations where members of the organization are pulling in different directions ultimately this will lead to wastage in resources. Lear (2012) noted that the organization should also align its employees with the strategy.

It was established that 90.4% of the respondents agreed that top management team translates the generalities of the vision into specific targets for all divisions in the organization. This is consistent with Lorange (1998 as cited in Kyalo et al., 2016) who argued that the chief executive officer (CEO) and top management must emphasize the various interfaces within the organization. The empirical study by Jooste and Fourie (2009) notes that ineffective communication and that a poor understanding of the strategy by the staff can obstruct strategy implementation. They further note that there is need to ensure that there is alignment between organizational strategy, group and individual goals so that individuals can see how their individual effort and performance contribute to the attainment of organizational and governmental goals. In well aligned organizations, clear goals are evident at the top of the organization / group and are clearly communicated at all hierarchical levels (Jooste & Fourie, 2009; Kaplan &

Norton, 2009). The mean score for this indicator was, broadly, 4.46; implying majority of the respondents agreed to the statements. The corresponding standard deviation was 0.601 implying that most of the responses were less dispersed from the mean.

#### **4.6.6 Strategy Implementation**

The independent variable of the study was strategy implementation. The study sought to establish whether organizations effectively achieve the set annual financial and strategic objectives; the organization has consistently achieved its long term objectives (1 to 5 years) as set out in the strategic plan; our organization achieves timely completion of projects on its various programmes among others. Results are as presented in Table 4.19.

**Table 4.19: Strategy Implementation**

<b>Statements</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Std. Dev.</b>
Our organization effectively achieves the set annual financial and strategic objectives.	9.50%	6.00%	14.30%	47.60%	22.60%	3.68	1.174
Our organization achieves timely completion of projects on its various programmes	11.90%	10.70%	16.70%	33.30%	27.40%	3.54	1.321
Our organization efficiently completes projects for its various programmes (within cost estimates)	10.70%	10.70%	20.20%	35.70%	22.60%	3.49	1.256
Our organization through each programme consistently and on a timely basis satisfies all the set benchmarks and milestones	9.50%	13.10%	17.90%	28.60%	31.00%	3.58	1.31
Our organization does not compromise on quality of services offered to customers	12.00%	10.80%	20.50%	42.20%	14.50%	3.36	1.216
The organization meets the expectation of its donors within each performance period (our donors get value for money and resources invested).	15.50%	9.50%	4.80%	23.80%	46.40%	3.76	1.502
<b>Average</b>						<b>3.56</b>	<b>1.29</b>

Results in Table 4.19 show that 70.2 % of the respondents agreed that their organization effectively achieved the set annual objectives, 60.7% of the respondents agreed that their organization effectively met the set expectations in impacting the communities it serves. These results differ with the finding of Baroto *et al.* (2014) who assert that strategy may not succeed in 75% of the cases and according to Kaplan and Norton (2006) consequences show that 70% to 90% of organizations fail to realize the success of implementing their strategies.

Similarly, 58.3% of the respondents agreed that their organization achieves timely completion of projects for its various programmes. The results implied that annual objectives, set expectations in impacting the communities it serves and timely completion of projects was achieved by the organization. Again these results differ with the finding of Barrows (2011) who identified that more than 90% of the strategic initiatives fail not due to formulation but implementation challenges.

Similarly, 59.6% of the respondents agreed that their organization efficiently completes projects for its various programmes (within cost estimates) differing Bolboli and Reiche (2013) who noted that one of the key reasons that organizations do not achieve their strategy goals is because leaders do not invest the same amount of time, energy and resources in managing the execution of the strategy as they do in strategy formulation. Fifty-six-point seven percent (56.7%) of the respondents agreed that their clients (customers) were satisfied with services offered while 70.2% of the respondents agreed that their organization does meet the expectation of its donors within each performance period. The result implies that cost estimates of their projects were adequate and realistic, their clients were satisfied, and donor's expectation met. This means a success to strategy implementation. The mean score for this indicator was, broadly, 3.56; implying majority of the respondent agreed to the statements. The corresponding standard deviation was 1.29 implying that most of the responses were less dispersed from the mean.

#### 4.6.7 Qualitative Analysis of Strategy Implementation

##### Achievement of Strategic Objectives

The researcher sought to establish from the respondents the success rate of the HIV/AIDS NGOs in achievement of strategic objectives. Findings were tabulated and analyzed using percentages. The findings as indicated in table 4.20 shows response rate in terms of percentage success rate. Majority (56%) recorded strategic achievement rate between 75% and 100% while 39% rated the success rate of their organizations in achievement of strategic goals at between 50% to 75%. 5% of the respondents recorded that the achievement of strategic objectives at their organizations was between 25% to 50%. No respondent cited any rate between 0 to 25%.

**Table 4.20: Achievement of Strategic Objectives**

<b>Achievement of strategic goals</b>	<b>Frequency</b>	<b>Percentage</b>
0 - 25%	0	0
25% - 50%	4	5
50% - 75%	33	39
75% -100%	47	56
<b>Total</b>	<b>84</b>	<b>100</b>

From the findings, a big percentage of the NGOs in the HIV/AIDSs recorded high success rate in achievement if their strategic goals. These findings are consistent with UNAIDS (2017) report that there has been a decline in the HIV/AIDS related challenges in the country, due to successful interventions put in place to combat the virus. These findings are consistent with Ndibwa (2013) who established that NGOs play a critical role in preventing the spread of the HIV/AIDS pandemic.

## **Reasons for Achievement of Strategic Objectives**

The researcher sought to find out the reasons behind the performance of HIV/AIDS NGOs as rated by the respondents above. Findings were tabulated and analyzed using percentages as shown in the table below. Those who rated their organizations achievement of strategic objectives at 25% -50% mainly cited sole reliance on donor funding as the main reason for the poor achievement of strategic goals as it negatively impacts in the implementation and achievements of the strategic objectives. Those who rated their organizations achievement of strategic objectives at 50% to 75% mainly attributed their success to the provision of clear strategic direction by the leadership of the organization. They also noted that in their organizations there was a high level of teamwork among the staff which boosted strategy execution among these organizations.

A key challenge that was also noted by the respondents in this category was also inadequate donor funding that limited execution of all their strategic goals. The respondents also indicated the reasons behind 75% -100% achievement of strategic goals was attributed to clear strategic goals within the organization and staff commitment to the organizational goals. Majority of the respondents noted that their organizations adhered to their strategic objectives consistently and that the staff within their organization understood the strategic direction their organizations were pursuing. It was noted to that due to high commitment levels among the staff and teamwork these organizations largely met the expectations of their donors and the clients that they serve. The researcher sought to establish which of the four variables, namely strategy alignment, process alignment, customer alignment and people alignment had posed the greatest challenge in strategy implementation in their organizations. The responses on challenges associated with strategic alignments were summarized in table 4.21. Of those who responded on challenges associated with strategic alignment, majority (35%) cited customer alignment as having posed most challenges.



**Table 4.21: Response on the Variable Posing Greatest Challenge to Implementation**

<b>Factor</b>	<b>Frequency</b>	<b>percentage</b>
Strategy alignment	14	17
Process alignment	27	32
Customer alignment	30	36
People alignment	13	15
<b>Total</b>	<b>84</b>	<b>100</b>

According to the respondents, customer alignment presented the greatest challenge to the HIV/AIDS NGOs at 36%. The key challenge cited in this regard was that customers' expectations were too high and the NGOs were not able to meet them. The respondents noted that it is hard to align and meet all the needs of clients due to lack of capacity due to poor funding. These findings concur with Werker and Ahmed (2008) who noted that nongovernmental organizations may not meet all the needs of their receivers as they face more direct incentives to manage donor welfare than that of the beneficiary. Indeed, donor funding is the only market force in the NGO-sector industry, where donors can be viewed as desiring to improve the quantity and quality of the product of the NGO without having their donation expropriated.

Process alignment was the second highest challenge that HIV/AIDS NGOs face in strategy execution according to the respondents at 32%. This is largely because it is difficult to harmonize all the processes in the system. The respondents noted that there were no deliberate efforts within the NGOs to review processes that guided service delivery. Further, they observed that frequent changes in monitoring tools from policy makers posed a challenge for them. These findings are consistent with Cornman (2005) who noted that many NGOs do not have the rigorous accounting procedures and systems that many donors and potential collaborators consider a minimum standard and do not have the resources to invest in improving administrative procedures when scarce resources are prioritized to relieve suffering in the community.

Strategy alignment was ranked at the third with a percentage of 17% in terms of challenges the HIV/AIDS NGOs face while implementing strategies within their organization. Some of the key reasons for the challenges faced in this regard was financial constraints that hindered implementation of all strategies as set out in the organization. People alignment was cited as having the least challenges with 15% as far as strategy implementation is concerned. Some of the key challenges cited were that most NGOs were not able to develop their staff because they were donor dependent and most donors do not support staff development in their budgets and funding. As such there were no deliberate efforts to develop staff due to poor donor funding. These findings are consistent with Cornman. *et al.* (2005) who noted there are inherent challenges in the capacity and sustainability of the administration of local NGOs that rely primarily on voluntary—as opposed to paid—staff.

### **Other Factors Affecting Strategy Implementation**

The study sought to establish other factors that pose unique challenges to HIV/AIDS NGOs in strategy implementation as illustrated in table 4.22 below. The findings were summarized along key thematic areas as illustrated in the table below.

**Table 4.22: Response on Other Factors Affecting Strategy Implementation**

<b>Themes</b>	<b>Frequency</b>	<b>Percentage</b>
Inadequate donor funding	23	27
Changing trends in HIV/AIDS	19	23
Stigmatization of people living with HIV	16	19
Mismatch in donor funding and needs on the ground	15	18
In adequate access/support to reach to the affected and infected	11	13
<b>Total</b>	<b>84</b>	<b>100</b>

Majority of the respondents 27% cited changes in donor funding; specifically, a decline in funding of their projects by donors was negatively affecting their ability to execute strategies. Besides a decline in funding, others noted that some donors had some unrealistic expectation on the HIV/AIDS NGOs which made it difficult for them to carry out their mandate; as they had to focus too much on meeting the donor's expectations which sometimes conflicted with the needs of the beneficiaries. This finding is consistent with Werker and Ahmed (2008), who noted that nongovernmental organizations face more direct incentives to manage donor welfare than that of the beneficiary. Thus, looking at the donor and funding base of NGOs will reveal the primary set of interests that a NGO is forced to manage.

From the study 23% respondents cited that changing trends in HIV/AIDS posed a challenge in strategy execution. The respondents noted that there were changes in key aspects of the disease in terms of its impact on the population that required adoption of new strategies to mitigate the new developments for example changes in statistics in number of new infections in different demographics within the population called for a change in approach, which had far reaching implications in terms of resources among other factors. From the findings, 18% was of the opinion that there was mismatch in donor funding and needs on the ground. This finding is consistent with Jammulamadaka and Varman (2010) who established that in the absence of objective feedback mechanisms from beneficiaries there may be lack of correspondence between donor funding and needs on the ground.

Another 19% felt that Stigmatization of People living with HIV/AIDS was a key factor hindering those in need of their services from accessing them. This was coupled with the feeling that programmes design was not friendly to PLWHAs. These findings are consistent with Odindo and Mwanthi (2008) who noted that Stigma and discrimination affects the rights of People Living with HIV/AIDS (PLWHAs) and that such stigmatization and discrimination goes beyond and affects those who care for the PLWHAs, and remains the biggest impediment in the fight against HIV/AIDS. They

further noted that Stigma and discrimination discourage people from disclosing their HIV positive status until it has progressed into full blown AIDS.

Other factors affecting strategy implementation were inadequate access and inadequate support to reach out effectively and efficiently to the affected and infected at 13%. Respondents felt that there were people living with the disease that were not reached effectively while at the same time there was need to network with likeminded organizations to avoid reaching the same beneficiaries all the time. Others felt that there was need to increase health accessibility among youths and key population. These findings are consistent with Galway *et al.* (2012) who noted that there exists a disconnect between the activities of NGOs and the needs of the communities.

### **How to Overcome Implementation Challenges**

The researcher sought to establish what NGOs in the HIV/AIDS sector can do to overcome implementation challenges identified above. Findings were tabulated and analyzed using percentages as shown in the table below. The results presented in Table 4.23 below demonstrate that 33% felt that there is need for education and awareness of the communities that the NGOs serve in the fight against HIV/AIDS disease and related challenges. Majority of the respondents felt that there is need to educate communities on the disease to create awareness and ultimately reduce on stigma. 31% of the respondents felt that the HIV/AIDS NGOs need to focus on alternative sources of funds to supplement the declining donor funding. Majority of the respondents felt that there is a need for the NGOs to engage in income generating projects/activities instead of being too dependent on donors. 15% of the respondents felt that is need to increase partnership with the Government and other sector players in the fight against HIV/AIDS and this would help in coordinating access to the infected and affected. Majority of the respondents felt this would eliminate duplication of activities and increase chances of reaching the communities/groups not yet accessed. 11% of the respondents felt there was need for more coordinated efforts within their organization to enable better implementation of strategies, thus the organization should always link everything they

do to their strategic plan while 10% felt that there was need to employ innovative strategies to deal with HIV/AIDS. The innovative strategies would lead to implementation of interventions that solution oriented in working toward ensuring access to HIV prevention, treatment and management for all.

**Table 4.23: How to Overcome Implementation Challenges**

<b>Themes</b>	<b>Frequency</b>	<b>Percentage</b>
Stakeholder education and awareness	28	33
Seek alternative sources of funds	26	31
Partner with government and other stakeholders	13	15
Focus on better implementation	9	11
Employment of innovative strategies to deal with HIV/AIDS	8	10
<b>Total</b>	<b>84</b>	<b>100</b>

#### **4.7 Correlation Analysis**

Correlation, also known as correlation analysis, is a term that denotes the relationship or the association between two (or more) quantitative variables. This analysis is essentially centered on the assumption of a straight –line linear relationship between the quantitative variables and it measures the strength or the extent of an association between the variables and its direction. The result of a correlation analysis is a Correlation coefficient whose values range from -1 to +1. A correlation coefficient of +1 denotes that the two variables are perfectly related in a positive (linear) manner, a correlation coefficient of -1 indicates that two variables are perfectly related in a negative [linear] manner, while a correlation coefficient of zero indicates that there is no linear relationship between the two variables being studied (Gogtay & Thatte, 2017).

Correlation analysis was conducted to ascertain the association between the study variables of strategy alignment, process alignment, customer alignment, people alignment, strategic leadership and strategy implementation. Pearson correlation for each

of the variables was generated using SPSS. Correlation Coefficient was computed and used to test whether there existed interdependency between independent variables and also whether the independent variables were related to the dependent variable, strategy implementation. Results for the correlation are as presented on Table 4.24.

**Table 4.24: Correlation Analysis between Strategic Alignment and Strategy Implementation**

<b>Correlations</b>		<b>Strategy Alignment</b>	<b>Process Alignment</b>	<b>Customer Alignment</b>	<b>People Alignment</b>	<b>Strategy Implementation</b>
Strategy Alignment	Pearson Correlation	1.000				
	Sig. (2-tailed)					
Process Alignment	Pearson Correlation	.462**	1.000			
	Sig. (2-tailed)	0.000				
Customer Alignment	Pearson Correlation	.447**	.424**	1.000		
	Sig. (2-tailed)	0.000	0.000			
People Alignment	Pearson Correlation	.504**	.576**	.512**	1.000	
	Sig. (2-tailed)	0.000	0.000	0.000		
Strategy Implementation	Pearson Correlation	.631**	.654**	.617**	.689**	1.000
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	

\*\* Correlation is significant at the 0.01 level (2-tailed).

Results in Table 4.24 indicated that strategy alignment was positively and significantly associated to strategy implementation ( $r=0.631$ ,  $p=0.000<0.05$ ). This concurs with the findings of Labovitz and Rosansky (2012) that strategy alignment is critical for strategy implementation. The findings concur with Mulago and Oloko (2019) who determined that it is easier to implement the strategy of the organization and ultimately achieve strategic objectives when there is proper alignment between strategy, employees and

organizational These findings also are consistent with the open systems theory which reinforces the need for the various components of the organization to work in concert towards achievement of organizational goals. The open systems theory indicates an interdependency, interconnectedness, and interrelatedness among elements in a set that form a whole (Oyaro, 2013). From these findings then it is clear that the various strategies at the different levels of the organization when well aligned can positively impact strategy implementation.

Process alignment was positively and significantly associated to strategy implementation ( $r=0.654$ ,  $p=0.00<0.05$ ) which concurs with Dumas, Mendling and Reijers (2013) who contend that process alignment is important in effective strategy implementation. Higgins (2005) posits that processes enable an organization to execute daily activities. The finding is also consistent with Schneider *et al.* (2003) who noted that the various systems in the organization when well aligned reinforce instead of disrupt one another, thus making organizational effectiveness more likely. These findings are also consistent with McKinsey 7S Framework which posits that systems and processes of the organization determine how business is done and it should be the main focus for managers during organizational change (Ravanfar, 2015). Every organization has some systems or internal processes to support and implement the strategy and run day-to-day affairs.

Customer alignment was positively and significantly associated to strategy implementation ( $r=0.617$ ,  $p=0.000<0.05$ ). The study findings concur with those of Kasina (2012) who determined that customer alignment is key for superior performance alongside process and product alignment. This concurs with Kaplan and Norton (2006) who noted that successful companies are aligned to meet their customers' needs. The findings are also consistent with Anderson and Liedman (2013) who recommend the need for project managers to have a continuous identification of customer expectations at the same time take them on an educational journey. This is to influence the customers' expectations or adapt the project and its outcome to match the expectations and achieve customer satisfaction.

People alignment was positively and significantly associated to strategy implementation ( $r=0.689$ ,  $p=0.000<0.05$ ) confirming the study by Oukouak and Ouedraogo (2013) who noted that employee strategic alignment is critical for firm performance. Employees are a crucial resource to the organization that when well utilized can lead to effective strategy execution. These findings are supported by the dynamic capability theory which posits that competitive advantage is created when resources that are owned exclusively by the firm are applied to developing unique competencies that cannot be substituted or imitated by the firm's competitors (Johnson et al., 2009). Generally, there is a positive and significant association between alignment and strategy implementation.

#### **4.8 Tests for Regression Model Assumptions**

##### **4.8.1 Test for Normality of Data**

Normality defines if the data is well modelled and normally distributed. It is used to measure how far data deviates from the Gaussian by looking at the graph and seeing if the distribution deviated grossly from a bell shaped normal distribution. It establishes the likelihood of a random variable of being normally distributed. It is an assessment of the normality of data in statistical tests. If the tests are non-normal, then the data has outliers, multiple modes, incorrect measuring tools, incorrect distributions, zero/infinite limits, or scanty collections (Singh & Masuku, 2014). In order to fit a linear model, the dependent variable has to be normally distributed.

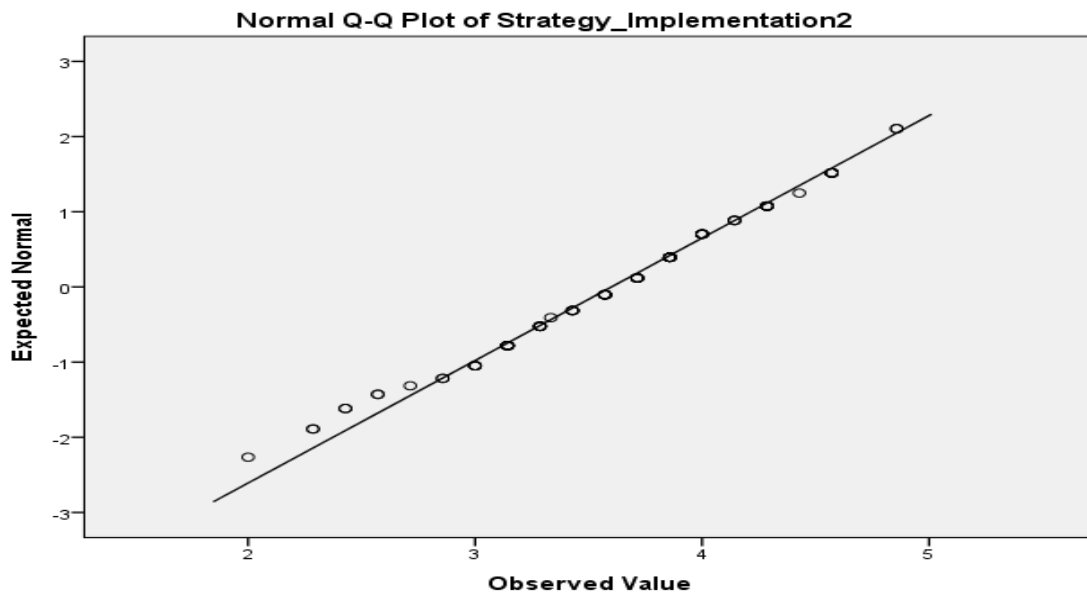
Kolmogorov Smirnov was used to test for normality for all the dependent variable and the result are displayed in Table 4.25. The result indicates the dependent variable was normally distributed since p-values were greater than 0.05 for both Shapiro-wilk and Kolmogorov test. These values confirm further that the data was normally distributed.



**Table 4.25: Test for Normality**

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Strategy Implementation	0.078	84	.200*	0.983	84	0.325

Further, normality was visualized using the Q-Q plot for the dependent variable and the diagram representation is illustrated in Figure 4.1.

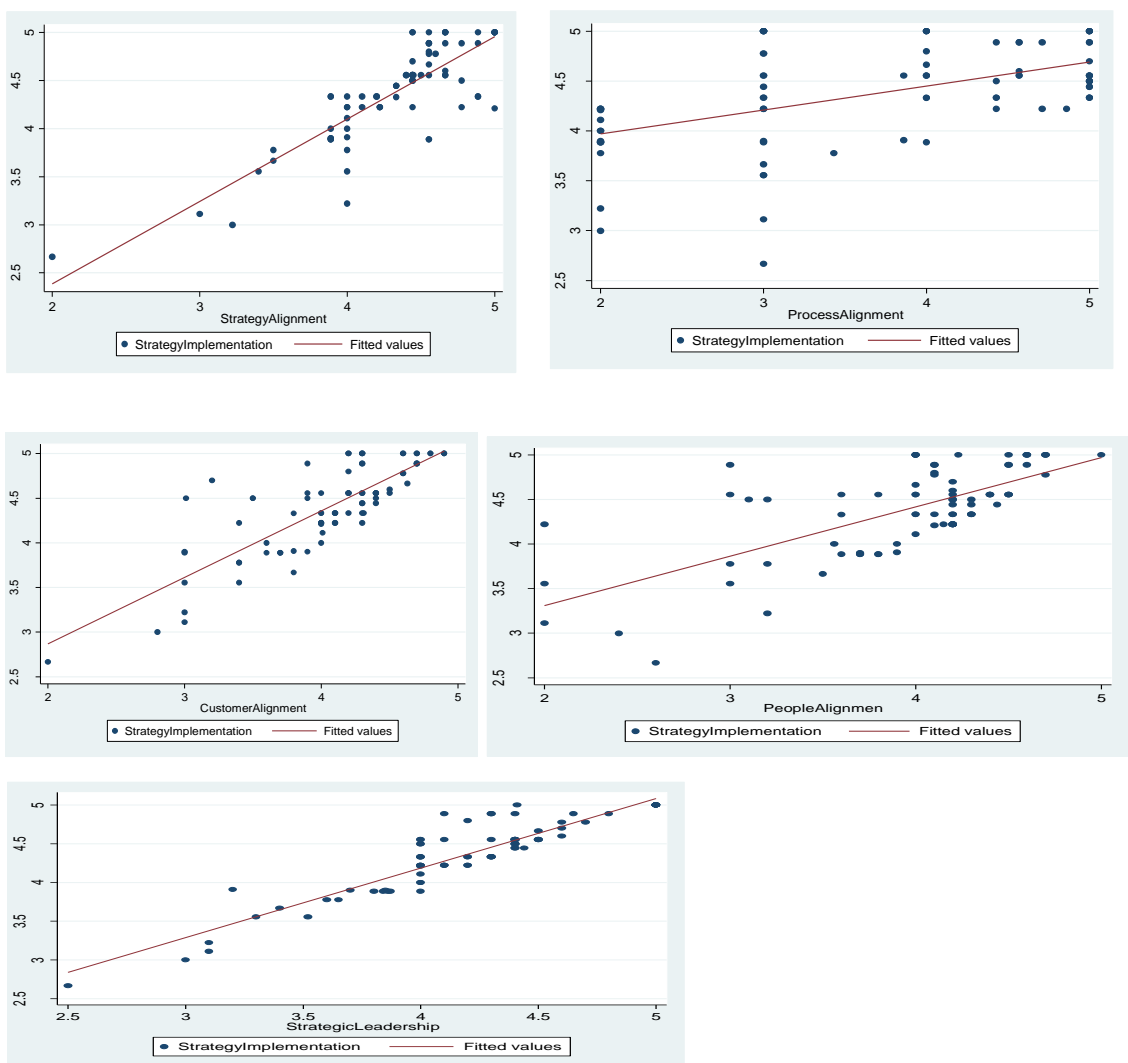


**Figure 4.1: Normal Quantile Quantile (QQ) plot for Strategy Implementation**

A variable is said to be normally distributed if most of its points are lying on the theoretical quartile line which is fitted from the normal QQ plot (Shenoy & Madan, 1994). This indicates the observed values versus the expected normal values are randomly distributed along the line of the best fit indicating which means that the dependent variable is normally distributed. Figure 4.1 shows the normal QQ plot which indicates that the condition for normality for strategy implementation variable is met.

## 4.8.2 Test for Linearity

Linearity assumes a straight-line association between the predictor variables and the target variable. This was measured by examination of a graph plot of all the independent variables against the dependent variable to assess if there is a straight-line relationship. All the independent variables depicted a straight-line relationship with the dependent variable as shown in Figure 4.2



**Figure 4.2: Graphical Diagram for Linearity**

### 4.8.3 Test for Heteroscedasticity

Breusch-Pagan can be used to test the null hypothesis that the error variance remains constant against the alternative hypothesis that the error variances are not constant. Breusch-Pagan tests the null hypothesis that heteroscedasticity is not present if p-value > 0.05, the null hypothesis is rejected. The alternative hypothesis is that the data does suffer from Heteroscedasticity. In this study, the probability chi-square value was 0.5889 > 0.05 showing that heteroscedasticity does not exist in the data. The results are presented in Table 4.26 which are supported by the findings of Gertz, (2009).

**Table 4.26: Heteroscedasticity Results**

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**Breusch-Pagan / Cook-Weisberg test for heteroskedasticity**

**Ho: Constant variance**

**Variables: fitted values of Strategy Implementation**

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chi2 (1)	=	0.29
Prob > chi2	=	0.5889

---

### 4.8.4 Test for Multicollinearity

Multicollinearity occurs when two or more predictor variables in a multiple regression model are highly correlated. A set of variables is perfectly multicollinear if there occurs one or more exact linear relationship among some of the variables. Tolerance of the variable and the VIF value were used where values more than 0.2 for Tolerance and values less than 10 for VIF means that there is no multicollinearity. The result indicated that all the variables had a tolerance values >0.2 and VIF values <10 as shown in Table 4.27 indicating that there is no multicollinearity among the independent variables (strategy alignment, process alignment, customer alignment, people alignment and strategic leadership).

**Table 4.27: Multicollinearity Test Using Tolerance and VIF**

	Collinearity Statistics	
	Tolerance	VIF
Strategy Alignment	0.664	1.507
Process Alignment	0.613	1.632
Customer Alignment	0.645	1.55
People Alignment	0.493	2.028
Strategic Leadership	0.632	1.583

#### **4.9. Regression Analysis**

Regression analysis was conducted to establish the statistical significance relationship between the alignment variables (strategic alignment, process alignment, customer alignment and people alignment) and strategy implementation. Wan (2013) observed that regression analysis helps in generating an equation that describes the statistical relationship between one or more predictor variables and the response variable. Linear regressions were done for each of the independent variables to ascertain their relationship with strategy implementation. Multiple regression analysis was also conducted to ascertain the overall effect of the study variables on the strategy implementation.

In interpretation and understanding the result of regression analysis, R squared was used to check how well the model fitted the data. The coefficient of determination,  $R^2$  was used in this study as a useful tool because it gives the proportion of the variance of one variable that is predictable from the other variable. It is a measure that allows the determination of how certain variables can be in making predictions from a certain model. The coefficient of determination is the ratio of the explained variation to the total variation. The coefficient of determination is such that  $0 < r^2 < 1$ , and denotes the strength of the linear association between x and y. The regression analysis results were presented

using regression model summary tables, analysis of Variance (ANOVA) table and beta coefficients tables.

#### **4.9.1 Regression Analysis for Strategy Alignment on Strategy Implementation**

Regression analysis was conducted to determine the relationship between strategy alignment and strategy implementation. Table 4.28 presents the regression model on strategy alignment versus strategy implementation, Analysis of Variance (ANOVA) results of the influence of strategy alignment on Strategy Implementation in HIV/AIDS NGOs in Kenya and the coefficient for strategy alignment. As presented in the table, the coefficient of determination R Square is 0.399 and R is 0.631 at 0.000 significance level. The model indicates that strategy alignment explains 39.9% of the variation in strategy implementation (R-squared=0.399). This means 39.9% of the strategy implementation is influenced by strategy alignment.

The ANOVA results revealed that the model was statistically significant (p-value=0.000<.05) in explaining the influence of strategy alignment on strategy implementation in HIV/AIDS NGOs in Kenya. The coefficient results revealed that strategy alignment positively and significantly influences strategy implementation ( $\beta=0.519$ ,  $p=0.000$ ). The gradient coefficient shows the extent to which a unit change in the independent variable causes a change in the dependent variable which is the change in strategy implementation due to a unit change in strategy alignment. This implies that a unit change in strategy alignment will lead to an improvement in strategic implementation by 0.519 units.

The significant influence of strategy alignment on strategic implementation with regard to the entire tested sample was determined and concluded that the null hypothesis stating that there is no significant influence of strategy alignment on strategy implementation in NGOs in Kenya is rejected, thus strategy alignment does have a significant influence on strategy implementation in NGOs in Kenya. The results concur with Vervweire (2014) who posits that effective strategy implementation starts with formulating a compelling,

winning strategy. Labovitz and Rosansky (1997; 2012) also maintain that alignment gives managers at every level of the organization the ability to rapidly deploy a coherent business strategy. The results are consistent with Salimian *et.al* (2012) who noted that the success of the organizations is determined not only by developing strategies but also ensuring vertical alignment and horizontal alignment (alignment between functional units).

**Table 4.28: Strategy Alignment on Strategy Implementation**

<b>Model Summary</b>						
	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>		
	.631a	0.399	0.391	0.47887		
a Predictors: (Constant), Strategy Alignment						
<b>ANOVA</b>						
<b>Model</b>		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	12.466	1	12.466	54.36	0.000
	Residual	18.804	82	0.229		
	Total	31.269	83			
<b>Regression Coefficients</b>						
		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
	(Constant)	1.599	0.276		5.784	0.000
	Strategy Alignment	0.519	0.070	0.631	7.373	0.000

With a constant of 1.599, the model estimate for strategy alignment in strategy implementation is as follows:

$$Y = \beta_0 + \beta_1 X + \epsilon$$

$$Y = 1.599 + 0.519X_1$$

#### **4.9.2 Regression Analysis for Process Alignment on Strategy Implementation**

Regression analysis was undertaken to determine the association between process alignment and strategy implementation. Table 4.29 presents the regression model on process alignment versus strategy implementation. As presented in the table, the coefficient of determination R Square is 0.428 and R is 0.654 at 0.000 significance level. The model shows that process alignment explains 42.8% of the variation in strategy implementation (R-squared=0.428). This means 42.8% of the strategy implementation is influenced by process alignment. The Analysis of Variance (ANOVA) results confirm that the regression model of strategy implementation and process alignment is significant and supported by  $F=61.283$ ,  $p<0.000$  since p-values was 0.000 which is less than 0.05.

The coefficient results revealed that process alignment does influence strategic implementation positively and significantly related. ( $\beta=0.519$ ,  $p=0.000$ ). The gradient coefficient shows the extent to which a unit change in the independent variable causes a change in the dependent variable which is the change in strategy implementation due to a unit change in process alignment. This implies that a unit change in process alignment will lead to an improvement in strategic implementation by 0.519 units.

The influence of process alignments on strategic implementation with regard to the entire tested sample was determined and concluded that the null hypothesis stating that there is no significant influence of process alignment on strategy implementation in HIV/AIDs NGOs in Kenya is rejected, thus process alignment does have a significant influence on strategy implementation in NGOs in Kenya. Ofori and Atiogbe (2011), Chiuri (2015), and Amrule (2013) all confirm systems and processes in the organization are important during strategy implementation because they assure financiers that the resources are utilized for the intended purpose and ensure good communication by the strategy implementers on critical constraints to execution; ensuring that they are addressed as soon as possible. The results are in line with Higgins (2005) who posit that processes allows organizations to implement their day to day activities. Therefore, this

component addresses both the formal and informal procedures organizations use to manage planning systems, information systems, quality control systems, budgeting and resource allocation systems, and reward systems. Organizational process alignment ensures that the various parts of a company are arranged so that they can work together harmoniously and head in the same direction; therefore, they can seek common organizational goals, improve performance and sustain competitive advantage (Weiser, 2000).

The findings above are consistent with the Resource Based View theory which postulates that VRIN resources create sustainable competitive advantage since valuable imitation of these strategies (Nason & Wiklund, 2018). According to Barney (1991), firm resources include organizational processes that are controlled by a firm that make it possible for the firm to develop and execute strategies that lead to improvement in its efficiency and effectiveness.

The findings are also consistent with the open systems theory which views an organization as a system that with integrated parts which must be coordinated for efficiency and effectiveness. The organization is made up of various components of which each must play its part for the system to function properly. The various factors within the organization shape the way strategy is implemented. These factors include processes, people, capital among others. The open systems theory has significantly adjusted the way we understand organizations and the demands placed on its leadership and or managers (Mwanje, 2016). There is need to align all the parts of the organization to work together to ensure implementation of strategies.



**Table 4.29: Process Alignment on Strategy Implementation**

<b>Model Summary</b>						
	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>		
	.654a	0.428	0.421	0.46716		
a Predictors: (Constant), Process Alignment						
<b>ANOVA</b>						
<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	13.374	1	13.374	61.28	0.000
	Residual	17.895	82	0.218	3	
	Total	31.269	83			
<b>Regression Coefficient</b>						
		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>T</b>	<b>Sig.</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
	(Constant)	1.560	0.266		5.875	0.000
	Process Alignment	0.519	0.066	0.654	7.828	0.000

With a constant of 1.560, the model estimate for process alignment in strategy implementation is as follows:

$$Y = \beta_0 + \beta_1 X + \epsilon$$

$$Y = 1.560 + 0.519X_2$$

#### **4.9.3 Regression Analysis for Customer Alignment on Strategy Implementation**

Regression analysis was carried out to examine the influence of customer alignment on strategy implementation. Table 4.30 shows the regression model on customer alignment versus strategy implementation. As presented in the table, the coefficient of determination R Square is 0.380 and R is 0.617 at 0.000 significance level. The model

denotes that customers' alignment explains 38.0% of the variation in strategy implementation ( $R\text{-squared}=0.380$ ). This means 38.0% of the strategy implementation is influenced by customer alignment. The Analysis of Variance (ANOVA) results established that the regression model of strategy implementation and customer's alignment index is significant and supported by  $F=50.341$ ,  $p<0.000$ ) since p-values was 0.000 which is less than 0.05.

Additionally, the coefficient for customers' alignment results revealed that customer alignment does positively influence strategic implementation positively and significantly. ( $\beta=0.532$ ,  $p=0.000$ ). The gradient coefficient shows the extent to which a unit change in the independent variable causes a change in the dependent variable which is the change in customer implementation due to a unit change in process alignment. This implies that a unit change in customers' alignment will lead to an improvement in strategic implementation by 0.532 units.

The influence of customers' alignments on strategic implementation with regard to the entire tested sample was determined and concluded that the null hypothesis stating that there is no significant influence of customer's alignment on strategy implementation in HIV/AIDs NGOs in Kenya is rejected, thus customer's alignment does have a significant influence on strategy implementation. These results are consistent with Lechler and Gao (2012) who established that taking into account the needs of clients is an essential element of project success. The investigation determined a significant and highly positive relationship between client expectation alignment and all project success criteria including efficiency, effectiveness, customer satisfaction, and economic success. The results concur with Kaplan and Norton (2001) who noted that if organizations are to achieve long run success in achieving their objectives, they must create and deliver products and services that are valued by customers.

The above findings are consistent with the stakeholder theory which contents that stakeholders are described by their interests and all stakeholder interests are considered to be inherently valuable. Stakeholder theory demands that synchronized consideration

is given to the interests of all legitimate stakeholders. (Mwanje, 2016). The findings further concur with the strategic alignment model presented by Labovitz and Rosansky (1997) which maintains that alignment gives managers at every level of the organization the ability to rapidly deploy a coherent business strategy, be totally customer focused, develop world-class people and continuously improve business processes all at the same time. They further note that their research and experience convinced them that growth and profit are ultimately the result of alignment between people, customers, strategy and processes. Alignment facilitates the tuning of organizational factors to support the execution of a given strategy (Srivastava, 2017).

**Table 4.30: Customer Alignment on Strategy Implementation**

<b>Model Summary</b>						
	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>		
	.617a	0.380	0.373	0.48609		
a Predictors: (Constant), Customer Alignment						
<b>ANOVA</b>						
<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	11.895	1	11.895	50.341	.000 <sup>b</sup>
	Residual	19.375	82	0.236		
	Total	31.269	83			
<b>Regression Coefficient</b>						
	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>	
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>			
(Constant)	1.530	0.297		5.158	0.000	
Customer Alignment	0.532	0.075	0.617	7.095	0.000	

With a constant of 1.530, the model estimate for process alignment in strategy implementation is as follows:

$$Y = \beta_0 + \beta_2 X + \epsilon$$

$$Y = 1.530 + 0.532 X_3$$

#### **4.9.4 Regression Analysis for People Alignment on Strategy Implementation**

Regression analysis was carried out to examine the influence of people alignment on strategy implementation. As shown in the Table 31, the coefficient of determination R Square is 0.475 and R is 0.689 at 0.000 significance level. The model denotes that people alignment explains 47.5% of the variation in strategy implementation (R-squared=0.475). This means 47.5% of the strategy implementation is influenced by people alignment. This indicates that there exists a positive significant relationship between people alignment and strategic implementation. This agrees with Obadha – Mwawasi *et al.* (2013) study on factors affecting implementation of operational strategies in NGOs in Kenya which established that successful implementation depends on competent employees and their capabilities. Awuor (2017) found out that employee engagement and involvement in the strategic management process affected strategy implementation. Awuor (2017) further recommended that NGOs should ensure employee inclusivity in the strategic management process right from the planning stage to execution for better performance.

The Analysis of Variance (ANOVA) results confirmed that the regression model of strategy implementation and people alignment is significant and supported by  $F=74.135$ ,  $p<0.000$  since p-values was 0.000 which is less than 0.05. These findings concur with Muriithi *et al.* (2017) in his study on factors affecting strategy implementation in local NGOs in Kenya that established that people play a critical role in strategy implementation.

Further, the coefficient for people alignment results revealed that people alignment positively and significantly influences strategy implementation ( $\beta=0.547$ ,  $p=0.000$ ). The gradient coefficient shows the extent to which a unit change in the independent variable causes a change in the dependent variable which is the change in strategy implementation due to a unit change in people alignment. This implies that a unit change in strategy alignment will lead to an improvement in strategic implementation by 0.547 units.

The significant influence of people alignment on strategic implementation with regard to the entire tested sample was determined and concluded that the null hypothesis stating that there is no significant influence of people alignment on strategy implementation in HIV/AIDS NGOs in Kenya is rejected, thus people alignment does have a significant influence on strategy implementation. The result concurs with Khadem (2008) who observed that two people are aligned when they move in the same direction. This state of alignment means that everyone in the organization understands the strategy, buys into it, knows the right strategic action. These findings are consistent with Njagi and Kombo (2014) who posit that the motivational and inspirational challenge in organizations is to build such determined commitment up and down the ranks that an enthusiastic organization wide crusade emerges to carry out the strategy. The results also concur with the findings by Mulago and Oloko (2019) that people alignment is crucial in strategy implementation.

The findings are consistent with the Resource Based View theory which contends that firm's resources enable the firm to conceive and implement strategies that improve its efficiency and effectiveness. The RBV defines resources quite broadly, including such items as physical capital (property, plant, and equipment; access to resources), human capital (experience, judgment, relationships of individual managers and workers), and organizational capital: referring to organizational structure, planning processes, controlling and coordinating systems (Barney, 1991).

The findings are also consistent with the Open Systems theory which postulates that the environment in which the organization exists affects the execution of its strategy. Strategy implementation involves the process of transforming raw material to achieve the desired performance, therefore understanding the ingredient that goes to transformation process is key to its success. Various factors within the organization shape the way strategy is implemented. These factors include Resource availability, capital, people, technology and history of past performances (Johnson et al, 2008).

The findings above are consistent with the strategic alignment model presented by Labovitz and Rosansky (1997) that posits that in aligned organizations, every employee from top to bottom understands the company's strategy and his or her role in it. People understand customer needs and design their work processes to meet those needs. They work seamlessly together across departments to give customers what they want and how they want it. The findings are also consistent with McKinsey's 7S framework which contends that the 7S (strategy, structure, staff, systems, skills, style and shared values) and their interconnections facilitate organizational change and progress, (Baroto, Arvand & Ahmad, 2014). People and their collective skills, abilities and experience, couple with their ability to deploy these in the interests of the employing organization, are now recognized as a significant contribution to organizational success and as constituting a major source of competitive advantage (Armstrong, 2011).

**Table 4.31: People Alignment on Strategy Implementation**

<b>Model Summary</b>						
	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>		
	.689a	0.475	0.468	0.44752		
a Predictors: (Constant), People Alignment						
<b>ANOVA</b>						
<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	14.847	1.000	14.847	74.135	0.000
	Residual	16.422	82.000	0.200		
	Total	31.269	83.000			
<b>Regression Coefficient</b>						
	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>	
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>			
(Constant)	1.451	0.254		5.702	0.000	
People Alignment	0.547	0.064	0.689	8.610	0.000	

With a constant of 1.451, the model estimate for people alignment in strategy implementation is as follows:

$$Y = \beta_0 + \beta_1 X + \epsilon$$

$$Y = 1.451 + 0.547X_4$$

#### **4.9.5 Multiple Linear Regression Analysis**

The overall regression analysis was conducted between all the strategic alignment variables (strategy alignment, process alignment, customer alignment and people alignment) and strategy implementation. Mugenda and Mugenda (2003) contend that regression analysis helps in generating an equation that describes the statistical relationship between one or more predictor variables and the response variable.

For this study, multiple regression was done because the study had four independent variables. In interpretation and understanding the result of regression analysis, R squared was used to check how well the model fitted the data. The coefficient of determination,  $R^2$  was used in this study as a useful tool because it gives the proportion of the variance of one variable that is predictable from the other variable. The coefficient of determination is such that  $0 < r^2 < 1$ , and denotes the strength of the linear association between x and y. This is supported by coefficient of determination also known as the R square of 0.682. This means that strategy alignment, process alignment, customer alignment and people alignment explain 68.2% of the variations in strategy implementation as shown in table 4.32.

The ANOVA results indicate that the overall model was statistically significant implying that the strategy alignment, process alignment, customer alignment and people alignment are good predictors of strategy implementation. This was supported by an F statistic of 42.353 and the reported p value (0.000) which was less than the conventional probability of 0.05. It is therefore concluded that the independent variables had significant combined effect on the strategy implementation of HIV/AIDS NGOs in Kenya. The model was for the estimation of the contributions of the independent variables on strategy implementation of HIV/AIDS NGOs in Kenya. The implications of these findings were that the four independent variables collectively have a role in explaining strategy implementation in HIV/AIDS NGOs in Kenya. With these results policy makers can make align their organization to ensure better implementation of strategy in their organizations.

Regarding regression coefficients findings, there was a positive and significant association between strategy alignment and strategy implementation ( $\beta=0.218$ ,  $p=0.001$ ). This was corroborated by a calculated t-statistic of 3.301 that is larger than the critical t-statistic of 1.96. There was a positive and significant association between process alignment and strategy implementation ( $\beta =0.216$ ,  $p=0.001$ ). This was corroborated by a calculated t-statistic of 3.361 that is larger than the critical t-statistic of 1.96. Further, the results showed that there was a positive and significant association between customer



alignment and strategy implementation ( $\beta=0.212$ ,  $p=0.002$ ). This was supported by a calculated t-statistic of 3.178 that is larger than the critical t-statistic of 1.96. Finally, there was a positive and significant relationship between people alignment and strategy implementation ( $\beta=0.221$ ,  $p=0.002$ ). This was supported by a calculated t-statistic of 3.242 that is larger than the critical t-statistic of 1.96.

The results agree concur Vervweire (2014) who posits that effective strategy implementation starts with formulating a compelling, winning strategy. Although there are numerous strategy frameworks; it is surprising that very few firms have a compelling and winning strategy. Similarly, the result informs that of Mulago and Oloko (2019) who observed that there is a significant and positive relationship between organizational process alignment, people alignment, customer alignment and organizational performance. The findings concur with those of Vom, Brocke and Rosemann, (2014) who established aligning organizational processes to the strategic plan, it becomes easier to achieve the objectives and goals of the organization.

Khadem (2008) opined that aligned organizations enjoy better customer as well as employee satisfaction rating and produce superior returns for shareholders. People in aligned organizations have a clear line of sight to customer requirements and organizational goals. The hallmark of aligned organizations is that they consistently deliver measurable improvements in customer loyalty, customer satisfaction, employee retention and return to shareholders, all at the same time (Labovitz, 2004). The result also conforms to that of Njagi and Kombo (2009) who posited that the motivational and inspirational challenge is to build such determined commitment up and down the ranks that an enthusiastic organization wide crusade emerges to carry out the strategy and meet performance targets as well as a concerted managerial effort to create a series of strategy- supportive fits.

**Table 4.32: Multiple Regression Analysis**

<b>Model Summary</b>						
	<b>R</b>	<b>R Square</b>	<b>Adjusted Square</b>	<b>R</b>	<b>Std. Error of the Estimate</b>	
	.826a	0.682	0.666		0.35479	
a Predictors: (Constant), People Alignment, Process Alignment, Strategy Alignment, Customer Alignment						
<b>ANOVA</b>						
<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	21.325	4	5.331	42.353	0.000
	Residual	9.944	79	0.126		
	Total	31.269	83			
<b>Regression Coefficients</b>						
	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>		<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>			
(Constant)	0.252	0.263			0.957	0.342
Strategy Alignment	0.218	0.064	0.256		3.301	0.001
Process Alignment	0.216	0.064	0.271		3.361	0.001
Customer Alignment	0.212	0.066	0.245		3.178	0.002
People Alignment	0.221	0.068	0.278		3.242	0.002

The regression model was;

$$Y = 0.252 + 0.218X_1 + 0.216X_2 + 0.212X_3 + 0.221X_4 + \epsilon$$

Where: Y = Strategic Implementation

X<sub>1</sub> = Strategy Alignment

X<sub>2</sub> = Process Alignment

X<sub>3</sub> = Customers Alignment

X<sub>4</sub> = People Alignment

#### **4.9.6 Moderating Effect of Strategic Leadership on the Influence of Alignment on Strategy Implementation in HIV/AIDS NGOs**

The fifth objective of the study was to determine the effect of strategic leadership on the influence of strategic alignment on strategy implementation in HIV/AIDS NGOs in Kenya. All the independent variables were moderated by the variable strategic leadership to give a composite.

For this study, multiple regression was done to establish the moderating effect of strategic leadership on the influence between alignment and strategy implementation. In interpretation and understanding the result of regression analysis, R squared was used to check how well the model fitted the data. The coefficient of determination, R<sup>2</sup> was used in this study as a useful tool because it gives the proportion of the variance (of one variable that is predictable from the other variable). The coefficient of determination is such that  $0 < r^2 < 1$ , and denotes the strength of the linear association between x and y.

The R squared to check how well the model fitted the data after moderation was 0.751 which is higher than the non-moderated effect which had its R square being 0.682. This means that strategic leadership moderates the relationship between alignment and strategy implementation and explain 75.1% of the variations in strategic implementation as shown in table 4.33. These findings are consistent with Labovitz and Rosansky (2012), who posit that real change almost always starts at the top. They further noted that someone in a position of power must make alignment happen with a big push or some type of Herculean effort. Hitt, Ireland, and Hoskisson (2013) noted that is the role of the Strategic leadership role to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary. Sila and Gichinga (2016) recommended that the leadership's role is all important because its agenda for action and conclusion about how hard or fast to push for change are decisive in shaping the character of the implementation and moving the process along in organizations.

Table 4.33 also presents the Analysis of Variance (ANOVA) results on the moderating effect of strategic leadership. The findings confirm that the regression model of moderating effect of strategic leadership on the influence of strategic alignment on strategy implementation index is significant and supported by  $F=26.290$ ,  $p<0.000$ ) since p-values was 0.00 which is less than 0.05. The results stress the importance of leadership in strategy implementation. These results concur with Maperete (2012) who found out that strategy implementation is only successful when it is backed by effective leadership. The study recommended that top management should make use of their technical, human and conceptual skills to create the need for change and enhance strategy implementation. Fuller (2012) also established that leaders are very key in the execution of organizational strategies. The study showed that failure of most strategies in organizations is caused by the leaders inability to ensure to create awareness and demonstrate the strategy execution roadmap.

The  $R^2$  for strategy alignment before moderation was 39.9% but after moderation, the  $R^2$  increased significantly to 42.9%. This implies that strategic leadership moderates strategy alignment on strategy implementation. Further strategy alignment was significant with P value  $0.000<0.05$ . This implies that strategic leadership moderates the relationship between the strategy alignment and strategy implementation in NGOs in Kenya. The  $R^2$  for process alignment before moderation was 42.8% but after moderation, the  $R^2$  increased significantly to 48.2%. Further process alignment was significant with P value  $0.002<0.05$ . This implies that strategic leadership moderates the relationship between process alignment and strategy implementation in NGOs in Kenya.

The  $R^2$  for customer alignment before moderation was 38.0% but after moderation, the  $R^2$  increased significantly to 39.9%. This implies that strategic leadership moderates customer alignment relationship with strategy implementation. Further customers' alignment was significant with P value  $0.000<0.05$ . This implies that strategic leadership moderates the relationship between customers' alignment and strategy implementation in NGOs in Kenya.

The R<sup>2</sup> for people alignment before moderation was 47.5% but after moderation, the R<sup>2</sup> increased significantly to 50.1%. Further people alignment was insignificant with P value 0.0001<0.05. This implies that strategic leadership does moderate the relationship between the people alignment and strategy implementation in NGOs in Kenya. Strategic leadership had the highest moderating effect on process alignment with 5.4% increase in R<sup>2</sup> followed by strategy alignment at 3.0% increase in R<sup>2</sup>, followed by people alignment at 2.6% increase in R<sup>2</sup> and finally customer alignment with 1.9 % increase in R<sup>2</sup>

**Table 4.33: Moderating Effect of Strategic Leadership**

<b>Model Summary</b>									
	<b>R</b>	<b>R Square</b>	<b>Adjusted Square</b>	<b>R</b>	<b>Std. Error of the Estimate</b>				
	0.867	0.751	0.749		0.2307				
a Predictors: (Constant), Customer Alignment, Strategy Alignment, People Alignment, Process Alignment									
<b>ANOVA</b>									
		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>			
Regression		17.855	4	4.464	26.290	0.000			
Residual		13.414	79	0.17					
Total		31.269	83						
<b>Regression Coefficients</b>									
	<b>Unstd. Coeff.</b>	<b>Std. Error</b>	<b>Std. Coef. Beta</b>	<b>t</b>	<b>Sig.</b>	<b>R<sup>2</sup> Before Moderation (%)</b>	<b>R<sup>2</sup> After Moderation (%)</b>	<b>R<sup>2</sup> Change (%)</b>	<b>Sig. of R<sup>2</sup> Change</b>
(Constant)	2.228	0.143		15.53	0.000				
Strategy Alignment *Strategic Leadership	0.072	0.009	0.655	7.854	0.000	39.9	42.9	3.0	0.001
Process Alignment *Strategic Leadership	0.080	0.009	0.694	8.733	0.002	42.8	48.2	5.4	0.000
Customer Alignment *Strategic Leadership	0.060	0.008	0.631	7.373	0.000	38.0	39.9	1.9	0.031
People Alignment *Strategic Leadership	0.063	0.009	0.633	7.413	0.001	47.5	50.1	2.6	0.002

#### **4.10 Hypotheses Testing**

Hypotheses were tested using multiple linear regression analysis as represented in Table 4.32.

**The First Hypothesis Tested was:**

**H<sub>01</sub>: There is no Significant Influence of Strategy Alignment on Strategy Implementation in NGOs in Kenya.**

Multiple linear regression was used to test the hypothesis and p-value used to determine significance. The acceptance/rejection criteria adopted was if the p value is less than 0.05, H<sub>01</sub> was rejected but H<sub>01</sub> is not rejected if it is more than 0.05. Hence, the null hypothesis was that there is no significant influence of strategy alignment on strategy implementation in NGOs in Kenya. Results in Table 4.32 indicate that the p-value was 0.001. This was corroborated by a calculated t-statistic of 3.301 that is larger than the critical t-statistic of 1.96. Consequently, the null hypothesis was therefore rejected. Therefore, the alternative hypothesis that there is positive and significant influence of strategy alignment on strategy implementation in NGOs in Kenya was adopted for the study.

**The Second Hypothesis Tested was:**

**H<sub>02</sub>: There is no Significant Influence of Process Alignment on Strategy Implementation in NGOs in Kenya.**

Multiple linear regression was used to test the hypothesis and significance established using p-value. The acceptance/rejection criteria adopted was if the p value is less than 0.05, the H<sub>02</sub> is rejected but if it is more than 0.05, then H<sub>02</sub> is not rejected. Consequently, the null hypothesis was that there is no significant influence of process alignment on strategy implementation in NGOs in Kenya. Results in Table 4.32 indicate that the p-value was 0.001. This was corroborated by a calculated t-statistic of 3.361 that

is larger than the critical t-statistic of 1.96. The null hypothesis was therefore rejected. Therefore, the study adopted the alternative hypothesis that there is positive and significant influence of process alignment on strategy implementation in HIV/AIDS NGOs in Kenya.

**The Third Hypothesis Tested was:**

**H<sub>03</sub>: There is no Significant Influence of Customer's Alignment on Strategy Implementation in NGOs in Kenya.**

The hypothesis was tested by using multiple linear regression and significance determined using p-value. The acceptance/rejection criteria adopted was if the p value is less than 0.05, the H<sub>03</sub> is rejected but not rejected if it is more than 0.05. Hence, the null hypothesis was that there is no significant influence of customer's alignment on strategy implementation in NGOs in Kenya. Results in Table 4.32 shows that the p-value was 0.002. This was supported by a calculated t-statistic of 3.178 that is larger than the critical t-statistic of 1.96. The null hypothesis was therefore rejected. The alternative hypothesis that there is positive and significant influence of customers alignment on strategy implementation in HIV/AIDS NGOs in Kenya was adopted for this study.

**The Fourth Hypothesis Tested was:**

**H<sub>04</sub>: There is no Significant Influence of People Alignment on Strategy Implementation in NGOs in Kenya.**

The hypothesis was tested by using multiple linear regression and significance determined using p-value. The acceptance/rejection criteria were that, if the p value is less than 0.05, H<sub>04</sub> was rejected but if more than 0.05, then H<sub>04</sub> is not rejected. Consequently, the null hypothesis was that there is no significant influence of people alignment on strategy implementation in NGOs in Kenya. Results in Table 4.32 indicate that the p-value was 0.002. This was supported by a calculated t-statistic of 3.242 that is larger than the critical t-statistic of 1.96. The null hypothesis was consequently rejected.

The alternative hypothesis that there is positive and significant influence of people alignment on strategy implementation in HIV/AIDS NGOs in Kenya was adopted for the study.

**The Fifth Hypothesis Tested was:**

**H<sub>05</sub>: There is no Significant Moderating Effect of Strategic Leadership on the Influence of Strategic Alignment on Strategy Implementation**

The hypothesis was tested using multiple linear regression and significance determined using p-value. The acceptance/rejection criterion was that, if the p value is less than 0.05, the H<sub>05</sub> was rejected but if more than 0.05, the H<sub>05</sub> is not rejected. Based on the results on table 4.33 strategic leadership was a positive and significant moderating variable for strategy alignment 0.000<0.05, process alignment 0.002<0.05, customer's alignment 0.000<0.05 and people alignment 0.001<0.05. The null hypothesis was therefore rejected. The study therefore based on the results above adopted the alternative hypothesis that strategic leadership moderates the influence of strategic alignment on strategy execution in HIV/AIDS-based NGOs in Kenya.



## 4.11 Summary of Hypotheses

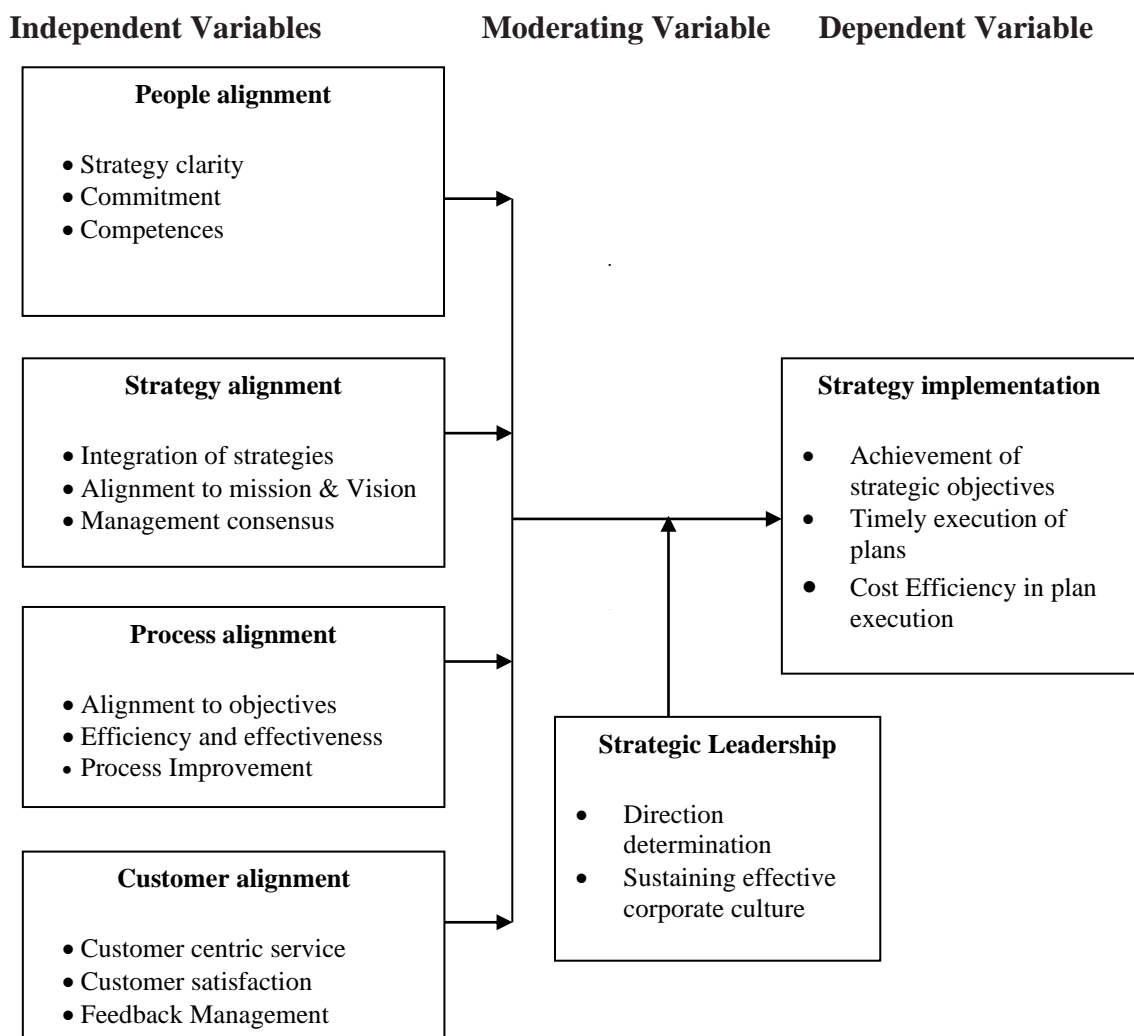
Results of the hypotheses was summarized and presented in Table 4.46.

**Table 4.34: Summary of Hypotheses**

Objective No	Objective	Hypothesis	Rule	p-value	Comment
Objective 1	To determine the influence of strategy alignment on strategy implementation in NGOs in Kenya.	H <sub>01</sub> : There is no significant influence of strategy alignment on strategy implementation in NGOs in Kenya	Reject H <sub>01</sub> if p value <0.05	p<0.05	The null hypothesis was rejected; therefore, there is positive and significant influence of strategy alignment on strategy implementation in NGOs in Kenya.
Objective 2	To examine the influence of process alignment on strategy implementation in NGOs.	H <sub>02</sub> : There is no significant influence of process alignment on strategy implementation in NGOs in Kenya	Reject H <sub>02</sub> if p value <0.05	p<0.05	The null hypothesis was rejected; therefore, there is positive and significant influence of process alignment on strategy implementation in NGOs in Kenya.
Objective 3	To assess the influence of customer alignment on strategy implementation in NGOs in Kenya.	H <sub>03</sub> : There is no significant influence of people alignment on strategy implementation in NGOs in Kenya	Reject H <sub>03</sub> if p value <0.05	p<0.05	The null hypothesis was rejected; therefore, there is positive and significant influence of customers' alignment on strategy implementation in NGOs in Kenya.
Objective 4	To explore the influence of people alignment on strategy implementation in NGOs in Kenya.	H <sub>04</sub> There is no significant influence of customer alignment on strategy implementation in NGOs in Kenya	Reject H <sub>04</sub> if p value <0.05	p<0.05	The null hypothesis was rejected; therefore, there is positive and significant influence of people alignment on strategy implementation in NGOs in Kenya.
Objective 5	To establish the moderating effect of strategic leadership on the influence of strategic alignment on strategy implementation.	H <sub>05</sub> : There is no significant moderating effect of strategic leadership on the influence of alignment on strategy implementation.	Reject H <sub>05</sub> if p value <0.05	p<0.05	The null hypothesis was rejected; therefore, there is positive and significant moderating effect on the influence of alignment on strategy implementation in NGOs in Kenya.

#### 4.12 Model Optimization and Revised Conceptual Framework

Model optimization was conducted on the result in Table 4.32 and Table 4.34 and result presented on Figure 4.3. Model optimization was purposely used to guide the derivation of the final model (revised conceptual framework) where only the significant variables are included for objectivity. The result was generated based on the multiple regression model coefficients. All variables were included in the optimized model because they were significant. The variables were ranked based on their influence on strategic implementation. Results of the new conceptual framework are presented in Figure 4.3.



**Figure 4.3: Optimal Model and Revised Conceptual Framework**

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

Presented herein is the summary of major findings of this study, conclusions and recommendations for practice, policy and suggestions for further research based on the findings. The study determined the influence of alignment on strategy implementation in HIV/AIDS-based NGOs in Kenya.

#### **5.2 Summary of Major Findings**

##### **5.2.1 The influence of Strategy Alignment on Strategy Implementation**

The first objective of the study was to determine the influence of strategy alignment on strategy implementation in HIV/AIDS NGOs in Kenya. The findings from correlation analysis indicated that strategy alignment was positively and significantly associated to strategy implementation. Regression analysis indicated that strategy alignment has a positive and significant influence on strategy implementation with the regression coefficient being  $\beta=0.218$  and a significance level of  $p=0.000$ . This was supported by a calculated t-statistic of 3.301 that is larger than the critical t-statistic of 1.96. This implies that a unit change in strategy alignment will lead to an increase in strategic implementation by the rate of 0.218 units. The study therefore adopted the alternative hypothesis that there is positive and significant influence of strategy alignment on strategy implementation in HIV/AIDS NGOs in Kenya.

##### **5.2.2 The Influence of Process Alignment on Strategy Implementation**

The second objective of the study examined the influence of process alignment on strategy implementation in HIV/AIDS NGOs in Kenya. The findings from correlation analysis indicated that process alignment positively and significantly influenced strategy implementation. The findings from regression analysis indicated that process alignment has a positive and significant ( $\beta=0.216$ ) and ( $p=0.001$ )

influence on strategy implementation. This was supported by a calculated t-statistic of 3.361 that is larger than the critical t-statistic of 1.96. This means that a unitary increase in process alignment leads to an increase in strategy implementation by 0.216 units while other factors are held constant. The study therefore adopted the alternative hypothesis that there is positive and significant influence of process alignment on strategy implementation in HIV/AIDS NGOs in Kenya. From the findings above it was established that process alignment is a good predictor of strategic implementation.

### **5.2.3 The influence of Customer Alignment on Strategy Implementation**

The third objective of the study assessed the influence of customer alignment on strategy implementation in HIV/AIDS NGOs in Kenya. Regression of coefficient from correlation analysis revealed that customer alignment was a positively and significantly associated with strategy implementation. The regression analysis also confirmed that customer alignment positively and significantly ( $\beta=0.212$  and  $p=0.002$ ) influenced strategy implementation. This was supported by a calculated t-statistic of 3.178 that is larger than the critical t-statistic of 1.96. This means that a unitary increase in customers' alignment leads to an increase in strategy implementation by 0.212 units while other factors are held constant. The study therefore adopted the alternative hypothesis that there is positive and significant influence of customers' alignment on strategy implementation in HIV/AIDS NGOs in Kenya.

### **5.2.4 The Influence of People Alignment on Strategy Implementation**

The fourth objective of the study sought to establish the influence of people alignment on strategy implementation in HIV/AIDS NGOs in Kenya. Findings from correlation analysis indicated that people alignment was positively and significantly associated with strategy implementation. The findings from regression analysis indicated that people alignment has a positive and significant ( $\beta=0.221$  and  $p=0.002$ ) influence on strategy implementation meaning that people alignment is a good predictor of strategic implementation. This was supported by a calculated t-statistic of 3.242 that is larger than the critical t-statistic of 1.96. This means that a unitary

increase in people alignment leads to an increase in strategy implementation by 0.221 units while other factors are held constant. The study adopted the alternative hypothesis that there is positive and significant relationship between people alignment and strategy implementation in HIV/AIDS NGOs in Kenya.

### **5.2.5 The Moderating Effect of Strategic Leadership on the Influence of Strategic Alignment on Strategy Implementation**

The fifth objective sought to establish the moderating effect of strategic leadership on the effect of strategic alignment on strategy execution in HIV/AIDS-based NGOs in Kenya. Regression analysis findings established that strategic leadership is a positive and significant moderating variable for strategy alignment with a P Value of  $0.000 < 0.05$ , process alignment  $0.002 < 0.05$ , customer alignment  $0.000 < 0.05$  and people alignment  $0.0001 < 0.05$ . The study therefore adopted the alternative hypothesis that strategic leadership moderated the influence of alignment on strategy execution in HIV/AIDS-based NGOs in Kenya.

## **5.3 Conclusion**

### **The influence of Strategy Alignment on Strategy Implementation**

Based on the findings, the study concludes that strategy alignment has a positive and significant influence on strategy implementation. There is need to ensure strategy integration within the organization which means aligning all levels of strategy to the vision and strategic objectives. Organizations through alignment should focus on the bigger picture to ensure that strategies in one part of the organization are not inadvertently and inappropriately impacting the ability to achieve strategies in another part of the organization.

Strategy implementation starts with formulating a compelling and winning strategy. For strategy to be implemented fully, its formulation should be focused and aligned to the organization goals. Strategy alignment within the organization results in harmonious working towards goals and healthy competition which leads to implementation. Strategies within the organization should be linked directly to the

achievement of the mission, vision and goals of the organization in order for them to be executed and achieved efficiently and effectively. Management consensus is vital to decision making and pursuit of strategies which will in turn lead to success in strategy implementation.

### **The influence of Process Alignment on Strategy Implementation**

Based on the findings, the study concludes that process alignment has a positive and significant influence on strategy implementation. Process alignment ensures that the various parts of a company are arranged so that they can work together harmoniously and head in the same direction; therefore, they can seek common organizational goals, improve performance and sustain competitive advantage. Organizations need to align the internal components of the organization. Processes that are designed regularly and reviewed contribute to the achievement of strategic goals and objectives. The review of efficiency of key strategic work processes regularly helps in gauging how they are functioning and the overall organizational performance. The management of NGOs should focus on how work gets done and strategic progress which can enhance strategy implementation. Organizations need to understand customer needs and design work processes to meet those needs which will in turn assist in achieving their goals.

### **The influence of Customer Alignment on Strategy Implementation**

From the findings it was concluded that customer alignment has a positive and significant influence on strategic implementation. Customer alignment translates an organization mission and strategy into specific objectives about targeted customers and market segments that can be communicated throughout the organization. It further enables the companies to identify and explicitly measure the value propositions they will deliver to the targeted customer and market segments. Organizations need to be customer oriented and their strategies reviewed periodically to ensure that customer expectations are met. Customer complaints whether from donors or receivers of services need to be shared with all the staff in the organization so that they can be addressed adequately and professionally. Organizations need to put measures in place to address customer feedback in order to aid in strategy

implementation.

### **The influence of People Alignment on Strategy Implementation**

From the findings it was also established that people alignment has a positive and significant influence on strategic implementation. Through people alignment employee motivation is likely to be enhanced hence employees can clearly see how their work contributes to broader organizational and governmental goals. This demonstrates how they are making a difference. Communication of organizational goals to employees and translating these goals into group and individual level plans can aid the understanding of strategy implementation process.

Alignment can be achieved through various other means: for example, group members engaging in open and frequent communication, as well as involving employees in meetings of senior managers within and outside of their organization. This will enhance an employee's understanding of organizational priorities beyond their division, branch or section. It will also provide clarity as to why decisions were made and why a particular direction or focus has been adopted. Moreover, when there is change in strategy staff need to be informed on the change and prepared for that change while at same time paying concern to the employee rewarding system. Staff and management engagement in open and frequent communication helps in collecting information on how well things are working in the organization. Staff members' need to be placed according to their skills and competencies in the various parts of the organization to help them achieve their potentials.

### **The Moderating Effect of Strategic Leadership on the Influence of Strategic Alignment on Strategy Implementation**

From the findings, the study concludes that strategic leadership has a positive and significant moderation effect on the influence of alignment on strategy implementation. Strategic leadership involves influencing others to voluntarily make day-to-day decisions that enhance the long-term organization's viability. Basically, strategic leadership refers shared values and a clear vision, both of which enable and allow employees to make decisions with minimal formal monitoring or control

mechanisms. It incorporates visionary and managerial leadership by simultaneously allowing for risk taking and rationality. By the accomplishment of strategic leadership, a leader will have more time and a greater capacity to focus on other ad hoc issues such as adapting the vision to a changing business environment. Top Management Leadership needs to develop a clear long-term vision of the organization, rally support and commitment from the staff to believe and pursue the vision fervently and translate the generalities of the vision into specific targets for all divisions in the organization. With strategic leadership in place, strategy implementation in the organization can be realized.

## **5.4 Recommendations**

### **Recommendation for Management**

The management of the HIV/AIDS NGOS should align their organizations to ensure successful implementation of strategies. Managers should attend to strategy, process, customer, and people alignment to achieve their strategic objectives. They should ensure that strategies within the organization are linked directly to the achievement of the mission, vision, and goals of the organization. There should be deliberate communication of strategy to all staff. At the same time the objectives and performance measures within the organization clearly spelt out. Management should maintain consensus in decision making and pursue buy in of strategies which will in turn lead to success in strategy implementation.

Organization should be aligned to the internal components of the organization. Processes within the organization should be focused on driving achievement of strategic goals by ensuring that they are aligned to the objectives and that they drive delivery of quality services to the organization's stakeholders. Organizational processes should be designed regularly and reviewed to contribute to the achievement of strategic goals. The management should focus on how work gets done and strategic progress which can enhance strategy implementation. The organization should prioritize understanding customer needs and designing work processes to meet those needs.



Customer complaints whether from donor or receivers of services need should be shared with all the staff in the organization so that they can be addressed adequately and professionally. Organizations should take into consideration customer feedback and put measures in place to address them to enhance strategy implementation. Staff members should be placed according to their skills and competencies in the various parts of the organization to help them achieve their potential. Management should also develop a clear long-term vision of the organization, rally support and commitment from the staff to believe and pursue the vision fervently and translate the generalities of the vision into specific targets for all divisions in the organization. With strategic leadership in place, strategy implementation in the organization can be realized.

The management of the HIV/AIDS NGOS should focus on becoming self-sustaining rather than depending too much on donor funding which has been on the decline in the recent past for most organizations. Therefore, NGOs should engage in income generating projects to boost their ability to implement their strategies in the absence of donor aid. The management of these NGOs should also work very closely with other partners in the sector and more so the government so as to align their activities to avoid reaching the same beneficiaries over and over while other populations of the infected and affected are not reached. Therefore, there is need to pursue strategy alignment at national level beyond the organizational level.

### **Recommendation for Policy Makers**

From the findings, the study recommends that more effort is needed for success in in implementation of HIV/AIDS interventions in Kenya. The research study determined that it is important for policy makers in the HIV/AIDS sector to ensure that there is alignment in the HIV/AIDS interventions (strategies) at the national level and at the partner's level, which include HIV/AIDS NGOs. There is also need to ensure that the NGOs are also reaching all the affected and infected persons (Customer alignment) to ensure effective interventions. The policies they formulate generally should consider strategy alignment, process alignment, customer's alignment and people alignment as they influence strategy implementation. Moreover, it has been

established that alignment ensures that strategies, processes, people and customer are aligned to work together in concert to ensure effective implementation of strategies. Finally, the government should work closely with NGOs dealing with HIV/AIDS in order to reach out more to the infected and affected persons in the country.

### **Recommendations for scholars**

From this study it is recommended that scholars and practitioners should actively engage in joint research to assist the national government and other players in determining more effective ways of implementing HIV/AIDS interventions in the country, thus marrying theory and practice. The study recommends that researchers should focus on more on client expectation management especially in the NGO sector which has not been explored widely in the Kenyan context. Universities and other institutions of higher learning should engage in research together with practitioners to determine ways of enhancing alignment between national institutions and other actors in the interventions towards realizing the national goals on HIV/AIDS as well as sustainable development goals on health.

### **5.5. Theoretical contribution of the study**

This study has made important contributions in strategy implementation. First, this study confirms existing literature in terms of the positive effect of alignment on strategy implementation by proving empirically that organizations need to align their organizations to achieve success. This study confirmed that the four factors: - strategy, process, customers and people are key in strategy implementation. Secondly, while it has been thought the customers (beneficiaries) in the NGOs are takers and their views are generally not put into consideration in the operations of NGOs, this study confirmed that there is need to link the strategies, the processes and people factor in these organizations to the needs of the customers/clients. This study has contributed to the Resource Based View which advocates that the organizational resources and capabilities which include processes and people are key in strategy execution. The study also contributes to the stakeholder theory which advocates that organizations should position themselves to address the expectations of their

stakeholders. This study in its findings has also enhanced the existing knowledge in regard to strategic alignment model, and systems theory.

### **5.6 Areas for Further Studies**

The study focused on the influence of strategic alignment on strategy implementation in HIV/AIDS NGOs in Kenya. The moderation effect of strategic leadership on the influence of strategic alignment on strategy implementation was also established. The study focused on HIV/AIDS NGOs based in Nairobi. It is therefore recommended that a different study be done focusing on HIV/AIDS in other regions of the country where it is very prevalent. This study also focused on the NGOs engaged in the fight against HIV/AIDS in Kenya, and did not focus on the national body tasked with the fight against HIV/AIDS in Kenya, the National Aids Control Council (NACC), it is therefore recommended that a study be carried out to determine the influence of strategic alignment on strategy implementation in NACC. The study may also be conducted on different sectors which are not non-governmental organizations, preferably the small and medium enterprises.

The current study established that strategic leadership is a positive and significant moderating variable in the relationship between strategic alignment strategy implementation. However, future studies may consider a different moderator when conducting a study on strategic alignment and strategy implementation. Such moderators may include government policies to ascertain their moderating effect. The studies may also include both moderating and intervening variables to check on their influence of strategic alignment on strategy implementation because there is limited literature which has used both moderating and intervening variables.

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## APPENDICES

### Appendix I: Summary of Empirical Studies and Gaps

Author(s)	Focus of the Study	Methodology Employed	Findings	Research Gaps	How gaps were addressed
Schneider <i>et al.</i> (2003)	Experiences of strategic alignment by employees in a service organization	The study used a descriptive research design	The study found that the key to great service is in the alignment of all the organization's practice in execution of duties within the organization	The focus of the study was on experience of strategic alignment by employees, hence conceptual gap presented and since the study was conducted in service organization, a contextual gap was identified	<p>The current study addressed the gaps by assessing the influence of strategy, process. People and customer alignment in strategy implementation</p> <p>The current study also addressed the contextual gap by focusing on NGOs instead of profit-oriented service organizations</p>
Grant (2003)	Strategy alignment and enterprise systems implementation.	The study used an in-depth case study of one organization's experience (Metalco)	The research established that attaining alignment is still significant yet challenging to attain.	The study focused on aligning IT strategies and business strategies in one organization (Metalco) hence conceptual gap and contextual gap	The current study addressed the gaps by focusing the influence alignment (strategy, process, people, and customer) on strategy implementation in HIV/AIDS organizations. The current study focuses on more than one construct and the focus was companies in Kenya.
Ochanda (2005)	To determine strategy implementation challenges at Kenya Industrial Estates Limited	The study was qualitative in nature in which in-depth interviews were used with the board members, top-level managers, the middle level managers, and the shop floor employees with the help of an interview guide.	The study established that out of the strategy critical elements of the firm, the organization was only able to align its structure, culture and leadership to its strategy in the execution for the 2003-2008 strategic plan	<p>Since the focus of the study was strategy implementation challenges, a conceptual gap was identified.</p> <p>The study in addition was conducted in industrial estate hence contextual</p>	<p>The current study addressed the conceptual gap by focusing on alignment and strategy implementation</p> <p>The contextual gap was addressed by focusing on NGOs in Kenya</p>

				gap  Finally, the study was qualitative in nature where only in-depth interviews were conducted hence methodological gap	The methodological gap was addressed by using both quantitative and qualitative approaches
Jooste and Fourie (2009)	The role of strategic leadership in effective strategy implementation: perceptions of South African strategic leaders	The target population was the strategic leaders of the Financial Mail Top 200 companies (2006), while the sample was five randomly chosen organizations' directors.	The findings indicated that the respondents perceived the determination of a strategic direction for the organization as the strategic leadership action that plays the most important role in effective strategy implementation	The study mainly focused on strategic leadership and how it influences strategy implementation, hence conceptual gap  The sample size of the study was too small ie only five organizations were sampled	The current study addressed the gaps by focusing on the influence of alignment on strategy implementation and by using a larger sample of 125 respondents
Jammulamad aka and Varman (2010)	Examine the extent to which NGO development support was out of focus	The study utilized epistemological paradigm	The study established that establishment of NGOs seems to be some response to the feeling of need that are detached from the customer's needs.	The study was focused on the extent to which NGOs development support was out of focus and presents a conceptual gap  The study was also conducted in India a totally different hence contextual gap	The study addressed the gaps by focusing on influence of alignment on strategy implementation. Alignment in this study comprised of strategy, process, people, and customer alignment.  The study was also conducted in Kenyan context
Andrews, Boyne, Law and Walker (2011)	The relationship between strategy implementation and public service performance	The study employed a survey research design	The findings suggested that public organizations need to achieve a fit between strategic orientation and style of implementation if higher levels of performance are to be attained.	The study was conducted in UK which is a developed context, hence contextual gap  The study focused on	The current study addressed the gaps by being directed to Kenyan context  The current study focused on the relationship between alignment



				relationship between strategy implementation and service performance, hence conceptual gap	and strategy implementation
Smith (2011)	Perceptions regarding strategy implementation tasks in selected industries in South Africa	The study was an empirical type in which self-administered questionnaires were distributed to a non-probability convenient sample of 145 organizations in industries selected	The study findings indicated that that strategy execution is basically an operations-driven activity, revolving around the management of people and business processes.	The study was conducted in South Africa and focused on industries presenting contextual gap  The study also focused on Perceptions regarding implementation tasks, hence conceptual gap.	The gaps were addressed by first conducting study in the Kenyan context and focusing on HIV/AIDS Based NGOs instead of industries.  The current study focused on influence of alignment on strategy implementation
Manyasi (2012)	The influence of alignment of strategies on performance of Kenya Revenue Authority	The study adopted a case study design	The study found out that organization had aligned its internal strategies and that strategy alignment and organizational performance are closely related	The study focused on influence of alignment of strategies at Kenya Revenue Authority, which is a different context, hence contextual gap  The study was also a case study type, hence methodological gap identified	The current study addressed the gap by focusing on HIV/AIDS based NGOs in Kenya  The study also addressed the methodological gap by employing cross-sectional design
Andrews, George, Meier, O'Toole, and Walker (2012)	Effect of vertical strategic alignment on public service performance in England on English Local governments.	The study adopted longitudinal multivariate analysis undertaken on a panel of public organizations over four years	They found out that high levels of prospecting alignment produce stronger positive performance effects in centralized organizations and when environmental uncertainty is high.	This study differed contextually and methodologically from the current investigation since the latter was done in Kenya and adopted cross sectional design.	The current study addressed the gaps by focusing on HIV/AIDS based NGOs and adopt a cross-sectional research design
Galway,	Investigating the	Count data for all the NGOs in	The study found that activities of NGO	The study presented a	The current study addressed the

Korbett and Zeng (2012)	distribution of health and development NGOs in Bolivia.	Bolivian municipalities was applied by the study.	in Bolivia generally, and the health-sector particularly was skewed across the country with respect to the size of the population, degree of urbanization, indigenous population size, as well as the coverage of the health system.	contextual gap since it was conducted in Bolivia a different context. The study focused on distribution of development NGOs while the current study focused on alignment presenting conceptual gap	contextual gap by focusing on the Kenyan context and the conceptual gap by focusing on the influence of alignment on strategy implementation
Lechler and Gao (2012)	Explain the success of projects from the perspective of customer satisfaction.	The study used structural equation modelling and collected data from 206 project	The study established that considering the needs of clients is an essential element of project success	The study focused on customer satisfaction hence conceptual gap  The study also used structural equation modelling and collected data from 206 project hence methodological gaps	The current study addressed the gaps by focusing on alignment and strategy implementation  The study also using multiple regression model to show the relationship between variables.
Brass (2012)	To determine the strategic choice of location by NGOs in Kenya.	A total of 4,210 organizations were sampled from 70 districts.	The study revealed that the choice of strategic location by the NGOs depends on the needs of the target beneficiaries, as well as ease of access to donors and other grant providers.	The study was focused on strategic choices hence conceptual gap  The study sample size was too large hence methodological gap	The current study addressed the gaps by focusing on influence of alignment and strategy implementation  The study also addressed the methodological gap by using a manageable sample size of NGOs
Lear (2012)	The association between strategic leadership and strategic alignment South Africa-based high performing firms	The study adopted a descriptive survey design	The study findings revealed a positive and significant association between strategic leadership and strategic alignment South Africa-based high performing firms	There were also contextual variations between the two studies since the current one focuses on HIV/AIDS-based NGOs in Kenya while the other focused on	The current study addressed the presented gaps by determining the influence of alignment on strategy implementation using multiple variables

				the high performing firms in South Africa.	
Obadha-Mwawasi, Wanjau and Wakala (2013)	Factors affecting implementation of operational strategies in Non-Governmental Organizations in Kenya.	Used descriptive research design while the study population consisted of fifteen (15) management staff and (54) operational staff in the human resource department	The study found that adoption of information technology and development of organizational core competencies increases the effectiveness of operational strategy implementation.	The study was focused on factors affecting implementation of operational strategies hence conceptual gap  The target population of the study was small hence methodological gap	The current study addressed the gaps by focusing the influence of alignment on strategy implementation  Secondly the current study targeted a larger population of 313 NGOs
Obadha et al. (2013)	To determine the factors influencing functional strategy execution in Kenya	The study adopted a descriptive research design	The study found that 80% of the participants said that successful strategy execution is dependent upon the competence and capabilities of staff. 74% of them reported that installing skilled and cohesive top management team was one of the biggest challenges facing the NGOs.	The study focused on factors influencing functional strategy execution in Kenya hence populational gap is presented	The current study addressed this gap by determining influence of alignment on strategy implementation by HIV/AIDS based NGOs in Kenya. The current study focused on HIV/AIDS NGOs only.
Ochieng, (2012)	Impediments of strategy execution at the Parliamentary Service Commission of Kenya	The study adopted a descriptive research design	The study found that the organization encountered slow procurement procedures due to among others, bureaucracy in administration	The study focused on impediments of strategy execution which is a different concept to the current study, hence conceptual gap  The study was also conducted at the parliament service commission and not NGO, hence contextual gap	The current study addressed the gaps by examining the influence of alignment on strategy implementation and focusing on HIV, AIDS based NGOs
Kasina, N. K. (2012).	Strategic alignment as a source of competitive	The study adopted a case study research design in which an interview guide was used to	The study identified three key pillars for alignment, and these include its process, products and human resource	The study focused on alignment in the banking sector and adopted a case	The study addressed the gaps by examining the influence of alignment on strategy

	advantage at equity bank	collect data and content analysis was used in analyzing the data.	base. By alignment of these three core pillars, the bank has been able to gain a competitive advantage in the market. This advantage has come in form of increased profitability, customer numbers, customer deposit, product range, a flexible IT system and a management team that is able to identify and capture opportunities.	study research design which differ from the current study. These present both contextual and methodological gaps	implementation in NGOs and adopted a cross-sectional survey approach. A population gap was bridged in this study as more than one organization were targeted
Anderson and Liedman (2013)	Examine the formation and management of expectations of customers in project delivery in Sweden.	The study used a case study design and semi-structured questionnaires for collection of data	The study indicated that the expectations of customers often reform about three facets, namely: the degree of fuzziness; as well as the level of realism and implicitness. It was also established by the study that the nature of expectations of the clients depends on the past experience of the clients; and that the more experienced a customer was, the more realistic the expectations were.	The focus of the study was formation and management of expectations of customers hence conceptual gap  Since the study was a case study design, methodological gap was presented	The current study addressed the gaps by focusing on alignment and strategy implementation and also adopted a descriptive research design focusing on 313 organizations
Seow, McAdam, Walker and Hazlett (2014)	The links and relationships between strategy and operations in local government improvement efforts under the umbrella of the Local Government Modernization Agenda (LGMA) in England	The study used an explanatory research design	The study found that the structured integration of strategic level policy-setting and its associated operational level activity in local authorities is often obscure and lacking in cohesiveness	The study was conducted in England, a developed background hence contextual gap and used exploratory research design different from the current study, hence methodological gap identified	The current study addressed the gaps by being based in the Kenyan context and focusing on HIV/AIDS Based NGOs and also using a descriptive research design instead of explanatory
Njagi and Kombo (2014)	To determine the influence of strategy execution	The study used case study design	The study revealed it is upon the members of the top management team to enhance the right culture in the	The study was conducted in the context of banking industry which is totally	The current study addressed the gaps by focusing on strategy alignment in HIV/AIDS Based

	on performance of commercial banks in Kenya.		organization to foster motivation, and hence organizational performance. The managers also ought to create the right team spirit that would enhance strategic fits.	different from the current study hence contextual gap identified again the study used a case study design which differs from the current study hence methodological gap presented	NGOs in Kenya and adopting a descriptive research design and covered more than one organization.
Njagi and Kombo (2014)	Effect of strategy execution on performance of commercial banks in Kenya	The study adopted a correlational research design	The study reported a semi-strong correlation between strategy execution and performance and proposed two aspects of strategy implementation (operationalization and institutionalization) and noted that they are complementary, and either is ineffective in the total absence of the other	Since the study was conducted in the banking industry, a contextual gap is evident  Since the study was a correlational in design, methodological gap was identified	The current study addressed the gaps by first focusing on the NGOs in Kenya and looking into the influence of alignment on strategy implementation.  The study also addressed the methodological gap by adopting a descriptive research design
Ng'ethe (2014)	Determinants of academic staff retention in public Universities in Kenya	The study adopted a descriptive research design and focused only on top management	The study indicated that that one major direction that should be given by the strategic leader in universities today is creating strategic plans. The senior management team must come together to review, discuss, challenge, and finally agree on the strategic direction and key components of the plan.	The context of the study was public universities in Kenya hence contextual gap, the study also looked at retention of academic staffs hence conceptual gap	The current study addressed the gaps by focusing on NGOs in Kenya and focusing on alignment on strategy implementation
Ramadhan (2015)	The effect of strategy execution determinants on effectiveness of NGO-facilitated projects in Italy.	The study used quantitative approach and targeted only 25 NGOs	The study established that strategy execution; including culture, leadership, systems and allocation of resources) strongly and positively impact performance.	The study was conducted in Italy which is a developed context hence contextual gap  The study also focused on strategy execution and not alignment, hence	The current study addressed the gaps by being conducted in Kenyan context, focusing on influence of alignment and targeting 313 NGOs

				conceptual gap  The study targeted few NGOs hence methodological gap	
Ambiyo (2015)	Strategy implementation, strategic alignment and performance at Catholic Relief Services in Kenya	The study used a case study design	The study established that alignment of core resources and the assessment of capabilities were critical towards improving performance.	The study presented contextual gap since it was focused on Catholic Relief Services in Kenya  A methodological gap was also identified since the study used case study design	The current study addressed the gaps by focusing on HIV/AIDS-based NGOs in Kenya and adopting a descriptive research design
Al-Sumi (2016)	The impact of triadic strategic alignment on organizational performance in Yemen	The study adopted a quantitative approach	The study established that triadic strategic alignment provides a better indication of the nature and performance impact of strategic alignment.	The study focused on corporate firms in Yemen and focused on alignment of three constructs namely business, IT and marketing strategies. This presents both contextual and conceptual gaps which the current study sought to fill	The current study addresses the contextual gaps by focusing on NGOs in Kenya and the conceptual gap by addressing alignment between strategy, processes, customers and people and their influence on strategy implementation. The study also used both quantitative and qualitative approaches
Katz, Preez and Louw (2016)	Alignment of internal and external business and innovation domains.	The study adopted a case study design	The study established that the company had no formal innovation infrastructure and processes, and there were no current or planned projects aimed at rectifying the situation	The study focused on alignment of internal and external business, hence conceptual gap. The study adopted a case study design, hence methodological gap	The current study addressed the gaps by focusing on influence of alignment on strategy implementation. The study addressed the methodological gap by adopting a cross-sectional research design
Kitonga, Bichanga and Muema (2016)	The role of determining strategic direction on Not – For- Profit	The research applied mixed method research and collected data from 328 organizations.	The study established that if the leaders of these organizations clearly determine the organizations 'strategic direction, they are likely to improve their	The study focused on profit organizational performance and strategic direction hence both	The current study addressed the gaps by first focusing on alignment and strategy implementation, focusing on

	Organizational performance in Nairobi.		organizational performance significantly.	conceptual and contextual gaps	NGOs in Kenya.
Awuor (2017)	The determinants of both strategy execution and performance of development NGOs in Kenya	The study employed a descriptive research design	The study established that staff participation, technology, external ecosystem, strategic choices, asset endowment, structure of the organization, as well as inclusivity were key determinants of strategy implementation.	The study focused on developmental NGOs which may differ in context with the current study which sought to examine the effect of strategic alignment on execution of HIV/AIDS-based NGOs in Kenya, hence contextual gap	The current study addressed the gap by focus on HIV/AIDS Based NGOs instead of developmental NGOs .
Kipkorir and Ronoh (2017)	Strategy execution and performance of NGOs in Kericho County, Kenya	The study was a survey, with sampling done using stratified approach	The study established that strategy implementation moderately influences organizational performance through operationalization (allocation of resources, staff involvement and operating procedures) and institutionalization strategies (Communication and reward systems).	The variables under investigation in the study were different from the current study, hence conceptual gap. Additionally, the study focused on all NGOs in Kericho, while the current study focused on HIV/AIDS Based NGOs, hence contextual gap.	The current study addressed the conceptual gap by focusing on influence of alignment on strategy implementation.  The contextual gap was addressed by narrowing on HIV/AIDS NGOs only
Obeidat, Al-Hadidi, Tarhini and Masadeh (2017)	The determinants of successful strategy execution in the Pharmaceutical firms	The study used a mixed method design in which both quantitative and qualitative approaches were used	The study findings revealed that communication of the strategies within the organization affected their successful implementation.	The study was conducted in the middle East which is different context to the current study hence contextual gap	The current study addressed the gaps by focusing on Kenyan context and focused on the NGO sector
Muriithi, Muriuki and Kinyanjui (2017)	Determinants of strategy execution Kenyan-based local NGOs	The Study applied cross sectional survey design while the target universe was all local NGOs in Nairobi	The study found that communication flow in many NGOs utilized a top-down paradigm; thereby presenting concerns in the current investigation	The study only focused on local NGOs only, hence contextual gap	The current study addressed these gaps by first focusing on both local and international NGOs

			since ambiguous multiple-directional communication would impede strategy execution.		
Mulago and Oloko (2019)	Effect of Strategic Alignment on Firm Performance in Telecommunication Sector in Kenya	The study applied cross sectional survey design while the target was firms in the Telecommunications sector in Kenya	The findings revealed that strategic alignment significantly influenced firm performance of telecommunication firms in Kenya. The study established that employee's alignment, key process alignment, IT strategic alignment and customer alignment positively and significantly affected the firm performance in telecommunication sector in Kenya. The study concluded that firms that have aligned their employees, key processes, information technology and customer to their long term strategy have a clear direction on what the firm what to achieve and who is responsible	The study focused on the telecommunication sector hence contextual gap is identified. The constructs covered were different posing also conceptual gap	The current study addressed these gaps by first focusing on both local and international NGOs and used different constructs of study in comparison



## **Appendix II: Letter of Introduction**

**1<sup>st</sup> October 2017**

BERNADETTE MUTINDA

JKUAT – CBD CAMPUS

NAIROBI

Dear Respondent

### **REF: DATA COLLECTION**

My name is Bernadette Mutinda a PhD student at the Jomo Kenyatta University of Agriculture and Technology (JKUAT) pursuing a Doctor of Philosophy course in Business Administration (Strategic Management Option). As part requirement for the programme I am undertaking thesis writing on the topic: *The effect of strategic alignment on strategy implementation in HIV/AIDS Non-Governmental Organizations in Kenya.*

I would like to request for your assistance in data collection by filling the attached questionnaire. Please note that the data collected from targeted organizations is purely for academic purposes and therefore all responses will be treated with utmost confidentiality.

Please note that it will be optional to identify yourself.

Thank you in advance.

Bernadette Mutinda

**Student Reg NO. HD433 – C004 -- 2140/2011**





3.	The organization deliberately seeks partnership with donors whose interests are in tandem with the organizations mission, vision, and goals					
4.	The organizational goals are not set aside/ignored to pursue donor goals /interests					
5.	The organization has a clear and compelling strategy that staff identify with					
6	There is consensus among the management staff on the strategy the organization is pursuing					
7	There is clear communication of organizational strategies to all staff by management staff, with measurable objectives and clearly articulated performance measures.					

## 2.2. PROCESS ALIGNMENT

Please indicate to what extent you agree or disagree with the following statements regarding process alignment in your organization. *Process alignment refers to the connectedness of the business/organization processes to the organization strategy*

Use the scale where 5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree.

	Statements	5	4	3	2	1
1.	All processes are designed and regularly reviewed to ensure they contribute to the achievement of strategic goals					
2.	We review the efficiency of key strategic work processes regularly to gauge how they are functioning					
3.	When something goes wrong, we correct the underlying reasons to ensure the problem does not recur					
4.	The Managers within the organization care about how work gets done as well as the results					
5.	The organization invests in technology to improve work processes to make them faster, less costly, and more satisfying to customers and to enhance service quality.					
6.	The organization understands customer needs and designs work processes to deliver quality services that meet those needs					

### 2.3. CUSTOMER ALIGNMENT

Please indicate to what extent you agree or disagree with the following statements regarding customer alignment in your organization. *Customer alignment refers to a state where organizations are aligned with the underlying needs of their customers. The customer in this questionnaire refers to both the donors and persons/organizations that receive services offered by the NGO.*

Use the scale where 5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree

	Statements	5	4	3	2	1
1	Our services are customer oriented in that there is an agreed upon prioritized list of what the customer cares about (customer expectations)					
2	Processes are reviewed to ensure that they are not inward facing but contribute to meeting customer's satisfaction.					
3	All departments in the organizations work harmoniously towards meeting customer expectations.					
4	The organization regularly meets donor expectations in execution of funded projects					
5	Our organization strategies are centered around the needs of the customer (those who receive our services)					
6	Our organization reviews strategies to ensure that they contribute to the attainment of customer satisfaction					
7	The organization has put measures in place to receive and document customer feedback					
8	Customer complaints (both from donor and receivers of services) are shared with all the staff in the organization so as to align themselves to address them					
9	The organization takes into consideration customer feedback and puts measures in place to address customer feedback					

## 2.5. PEOPLE ALIGNMENT

Please indicate to what extent you agree or disagree with the following statements regarding people alignment in your organization. *People alignment refers to a state where all the employees of the organization are aligned (support or are tuned) to the organizational goals.*

Use the scale where 5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree

	Statements	5	4	3	2	1
1.	Every employee, from top to bottom knows and understands the organizations strategy					
2	Every employee has clear goals and clearly sees how his/her her work contributes to the achievement of broader organizational goals					
3.	Employees buy into the overall organizational goals and are committed to the realization of these goals					
4	When there is change in strategy staff are informed on the change and prepared for change					
5	The employees embrace the organizational values and reflect these values in their conduct and work processes					
6	The organization has reward systems in place for individual/teams good performance.					
7	Our organization collects information from staff about how well things are working in the organization					
8	Staff and management engage in open and frequent communication					
9	Teams in the organization work closely in cooperation to meet customer expectations					
10	When there is process change staff are trained on the new processes to enhance capacity and capability in execution of tasks					
11	Staff members are placed according to their skills and competencies in the various parts of the organization.					
12	People alignment leads to successful strategy implementation					

**SECTION THREE: STRATEGIC LEADERSHIP**

Please indicate to what extent you agree or disagree with the following statements regarding strategic leadership in your organization. *Strategic leadership refers to the leader’s ability to anticipate, envision, and maintain flexibility to empower others to create strategic change as necessary; it involves managing through others.*

Use the scale where 5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree

<b>Statements</b>	5	4	3	2	1
1. The Top Management Leadership develops a clear long-term vision for the organization,					
2. The Top Management Team rallies support and commitment from the staff to believe and pursue the vision fervently.					
3. The top management team outlines the core values and ideology that the organization should live by					
4. The top management team communicates the vision and reinforces it throughout the organization consistently					
5. The Top Management Team translates the generalities of the vision into specific targets for all divisions in the organization					

**SECTION FOUR: STRATEGY IMPLEMENTATION**

Please indicate to what extent you agree or disagree with the following statements regarding Strategy Implementation in your organization. *Strategy implementation is a process by which strategies are put into action through development of programs, budgets, and procedures.*

Use the scale where 5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree

<b>Statements</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1. Our organization effectively achieves the set annual financial and strategic objectives					
2. Our organization achieves timely execution of plans (completion of projects) on its various programmes					
3. Our organization efficiently implements plans (completes projects) for its various programmes (within cost estimates)					
4. Our organization through each programme consistently and on a timely basis satisfies all the set benchmarks and milestones					
5. Our organization does not compromise on quality of services offered to customers.					
6. The organization meets the expectation of its donors within each performance period ( our donors get value for money and resources invested)					

Please tick appropriately in the table below to indicate the success rate of achievement of strategic objectives

<b>0-25%</b>	<b>25%-50%</b>	<b>50%- 75%</b>	<b>75%-100%</b>



Please explain the reasons behind the performance rated above

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Which among the four variables under study namely strategy, process, customer and people alignment has posed the greatest challenge in your organization in terms of strategy implementation?

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Kindly explain why?

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What other factors besides the four mentioned above pose unique challenges to HIV/AIDS NGOs in strategy implementation?

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What in your opinion can NGOs do to overcome these challenges?

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**THANK YOU FOR YOUR COOPERATION**

## **Appendix IV: The Sample Frame**

### **LOCAL NON-GOVERNMENTAL ORGANIZATION**

#### **S. No. NAME OF ORGANIZATION**

1. Kenya Widows and Orphans Support Programme
2. Centre for Health Solutions - Kenya
3. Initiative for Transformational Community Development in Kenya
4. Women Fighting Aids in Kenya (WOFAK)
5. Care for HIV/AIDS Organization
6. Mathare Youth Sports Association
7. Society for Women and Aids in Kenya (SWAK)
8. Kenya Legal and Ethical Issues Network on HIV/AIDS
9. Family Health Options Kenya
10. Lutheran World Federation Department for World Services
11. Liverpool VCT, Care and Treatment
12. Kenya Legal and Ethical Issues Network on HIV/AIDS (KELIN)
13. African Development & Emergency Organization
14. National Empowerment Network of People Living with HIV/AIDS in Kenya
15. Kenya Orphans Rural Development Programme
16. Global with Hope Organization
17. Family Support Institute
18. United Disability Empowerment in Kenya
19. Youth Initiatives-Kenya
20. Engender Health
21. Bloodlife Initiative- Kenya
22. Mukuru Slums Development Project

23. Discordant Couples of Kenya
24. Sustainable Opportunity Training Epidemiology Networking Interdependence
25. Beacon of Hope
26. Hope Worldwide Kenya
27. Research, Care and Training Programme
28. Kenya Orphans Support Organization
29. Shelter Forum
30. Providence Whole Care International
31. Her Story Center Pangani
32. Amka-Space for Women's Creativity
33. Reto Mara Development Organization
34. Organization for Nutrition, Food Production and Child Welfare
35. Community Based Development Services
36. Global Business Coalition on HIV/AIDS
37. Roots Africa Development Organization
38. Safeguard Young Lives Organization (Say Live)
39. Programme Against Malnutrition
40. Rural Aid-Kenya
41. Gatoto Integrated Development Program
42. African Propoor Tourism Development Centre
43. Kenya Arid Regions Children Fund
44. Pendekezo Letu

## **INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS**

### **S. NO. NAME OF ORGANIZATION**

1. Family Health International
2. Medecins Sans Frontiers - France
3. World Vision
4. Elizabeth Glaser Paediatrics Aids Foundation
5. FH Association
6. I Choose Life Africa
7. Population Council
8. Compassion International Inc.
9. Christian Aid
10. Dorcas Aid International
11. Network of Aids Researchers East & Southern Africa
12. Handicap International
13. Samaritan's Purse International Relief
14. Aids Healthcare Foundation Kenya
15. Zinduka Africa
16. International Committee for the Development of Peoples
17. Tear Fund
18. Ananda Marga Universal Relief Team
19. Positive Living Aids Orphans Support Organization

## Appendix V: The Research Clearance Permit

### CONDITIONS

1. The License is valid for the proposed research, research site specified period.
2. Both the Licence and any rights thereunder are non-transferable.
3. Upon request of the Commission, the Licensee shall submit a progress report.
4. The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.
5. Excavation, filming and collection of specimens are subject to further permissions from relevant Government agencies.
6. This Licence does not give authority to transfer research materials.
7. The Licensee shall submit two (2) hard copies and upload a soft copy of their final report.
8. The Commission reserves the right to modify the conditions of this Licence including its cancellation without prior notice.



REPUBLIC OF KENYA



National Commission for Science,  
Technology and Innovation

RESEARCH CLEARANCE  
PERMIT

Serial No.A **16803**

CONDITIONS: see back page

**THIS IS TO CERTIFY THAT:  
MS. BERNADETTE MUTINDA  
of JOMO KENYATTA UNIVERSITY OF  
AGRICULTURE AND TECHNOLOGY,  
29677-100 NAIROBI, has been permitted  
to conduct research in Nairobi County**

**Permit No : NACOSTI/P/17/49293/20175**

**Date Of Issue : 5th December, 2017**

**Fee Recieved :Ksh 2000**

**on the topic: RELATIONSHIP BETWEEN  
STRATEGIC ALIGNMENT AND STRATEGY  
IMPLEMENTATION IN HIV/AIDS NON  
GOVERNMENTAL ORGANIZATIONS IN  
KENYA**



**for the period ending:  
4th December, 2018**



.....  
**Applicant's  
Signature**



.....  
**Director General  
National Commission for Science,  
Technology & Innovation**

## Appendix VI: Data Collection Letter

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**JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY  
NAIROBI CBD CAMPUS**

Department of Commerce and Economics Studies

P.O. Box 62000  
NAIROBI - 00200  
KENYA

TEL: 020-221306  
Email: [cesncbd@jkuat.ac.ke](mailto:cesncbd@jkuat.ac.ke)

28<sup>th</sup> September, 2017

To Whom It May Concern,

Dear Sir / Madam;

**RE: BERNADETTE MUTINDA – HD433-C004-2140/2011**

This is to confirm that the above named is a student pursuing Doctor of Philosophy in Business Administration programme at Jomo Kenyatta University of Agriculture and Technology, Nairobi CBD Campus. She is currently undertaking a research project titled: **Relationship between strategic alignment and strategy implementation in HIV / AIDS Non-governmental organizations in Kenya** in partial fulfillment of the requirements for the degree programme. As such, she will be contacting you for data collection for his research study.

Any assistance accorded to her will be highly appreciated. Please do not hesitate to contact the undersigned for any more information.

Yours faithfully,

  
**Dr. Rotich G. C. (Ph.D)**  
**Associate Chair, CES**

/s/

Associate Chairperson  
CES NAIROBI CBD CAMPUS



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Setting Trends in Higher Education, Research and Innovation