



IMPLICATIONS OF STRATEGY IMPLEMENTATION ON THE PERFORMANCE OF PUBLIC HEALTH NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI COUNTY, KENYA

Nakidhambya Rebecca 

Department of Business Administration,
School of Business, Economics and Tourism, Kenyatta University, Kenya
rnakidhambya@gmail.com

Jedidah Muli, PhD

Department of Business Administration,
School of Business, Economics and Tourism, Kenyatta University, Kenya

Abstract

In the recent past, there has been emergence and widespread phenomenon of non-governmental organizations globally which have been complementing government services by undertaking activities that fill in developmental gaps that the governments may not adequately fill. However, the performance of public health non-governmental organizations has been affected negatively by many factors including poor strategy implementation practices. The study determined the effect of strategy implementation on the performance of public health non-governmental organizations in Nairobi County, Kenya. A total of 356 employees formed the target population comprising of directors, managers and technical staff in 14 public health non-governmental organizations. One hundred and eighty eight (188) respondents were randomly sampled during the data collection process. Primary quantitative data was collected using structured questionnaires. Analysis was aided by the use of Statistical Package for Social Sciences version 25 where quantitative data was analyzed using both descriptive and inferential statistics. Regression analysis showed that strategy implementation influenced performance positively and significantly. Results also showed that strategy implementation was positively and significantly correlate indicating that hospital resources are well utilized to achieve the desired output. The study concluded that strategy

implementation has a vital function in public health NGOs by providing direction, optimizing resource allocation. For public health NGOs in Nairobi to have enhanced organizational efficiency, organizational growth and good corporate image through integrated communication systems, there is need for adequate allocation of resources for performance of tasks since respondents agreed that this influenced organizational performance of public health NGOs in Nairobi.

Keywords: Strategy implementation, Resource allocation, Performance, Nairobi, Kenya

INTRODUCTION

For organizations to attain success, they put in place strategies that assist them in countering the variations and influences and make the most of the chances presented to them in gaining a competitive advantage over their rivals and having improved performance for the organizations (Enzama, 2020). Organizational performance is a significant concept in research in management. Performance in those days was evaluated based on work done and employees. In the 1960s and 70s, new ways of evaluating performance by organizations was explored and thus performance was looked at as the capability of a firm to exploit its setting for it to be able to access and use the inadequate resources (Lewis & Heckman, 2006).

In the 1980s and 90s, scholars understood that identifying the objectives of organizations was more difficult than it was earlier considered. An organization was thus termed successful by the managers if it achieved the set objectives (effectiveness) using the inadequate available resources (efficiency) (Dobre, 2013). Theories of organizations that were postulated later held the ideas of organizations that attained their performance aims based on the challenges necessitated by the resources that were available (Gavrea & Stegerean, 2011). According to Lebens and Euske (2007), organizational performance comprises of a set of financial and nonfinancial pointers offering data on the extent of accomplishment of aims and outputs.

According to Epstein and McFarlan (2011), performance measures can vary from the unit where resources are generated to the unit where programs are managed. Nevertheless, NGOs will basically have a goal of enhancing service delivery so as to solve the prevailing difficulties instead of gaining benefits for them to be sustainable (Analoui & Samour, 2012). Most of the NGOs are dependent on donors as a basis for their income and are therefore strategically positioned for the provision of services instead of generating profit. The organizational performance measures which have been used in the latest studies by scholars are financial, operational and market-based performance (Katsikeas & Morgan, 2016).

Strategy implementation involves putting into action the organization by taking immediate aims from the lasting aims and also taking the operational tactics from the organizational strategy

(Wheelen & Hunger, 2008). This helps the leadership in the identification of particular short-term actions that needs to be appropriated in the important operational areas (Pearce & Robinson, 2011). In this study, strategy implementation was conceptualized as organizational leadership, resource allocation, organizational communication and organizational commitment.

Statement of the Problem

Despite the critical role of public health non-governmental organizations (NGOs) in addressing community health needs in Nairobi, many such organizations continue to face challenges in achieving desired performance outcomes (Njagi & Namande, 2018). Public health NGOs are tasked with implementing programs that improve health service delivery, raise awareness, and respond to emergent health issues, yet evidence suggests that gaps in strategic implementation practices weaken organizational impact and sustainability (Aldehayyat & Khattab, 2013).

Empirical studies indicate that strategic implementation significantly influences organizational performance, but many NGOs struggle with resource allocation, leadership commitment, and systematic execution of strategic plans, which in turn compromise service delivery and goal attainment. For instance, research in Nairobi County revealed a positive and significant correlation between strategy implementation practices and performance, highlighting that improved strategic execution is linked to better organizational outcomes for NGOs, yet many organizations do not fully leverage these practices due to structural and operational constraints (Chitongo & Zhanda, 2025). A study by Dorothy and Muli (2025) on strategy implementation and service delivery in a national public referral hospital in Kenya found that strategic leadership, resource allocation, monitoring and evaluations strategic implementation determinants have a significant effect on performance of Kenyatta national referral hospital. Similarly, studies show that factors such as staffing, financial resources, and organizational culture significantly shape how strategies are operationalized and how service delivery outcomes are achieved (Kamande & Gakobo, 2025). Studies on strategy implementation and organizational performance of public health NGOs dealing with health matters in Kenya are limited and available evidence is not well documented and this research strived to link this contextual and empirical gap.

THEORETICAL REVIEW

This study was anchored on market based view theory which originated from Mason and Bain (1950). In 1980, Michael Porter furthered the development of this idea in his book “the competitiveness”. Porter introduced the three generic strategies to be adopted by organizations for their success. In the five forces outline, Porter affirms that four key drivers in the industry

structure establishes the appealers of and the competitive enmity in an industry (Porter, 1985). The theory contends that the organizational success is not established by its interior traits but is dependent on the setting where it operationalizes. Therefore, the organization is deemed as a black box and the chances for a continued competitiveness lie in the industry structure. The fundamental postulations of this theory are that resources are similar and impeccably moveable (McGee, 2015).

Organizations that fail in implementing the strategy and involve in excess of one strategy is denoted as being stuck in the middle. Therefore, the two critical features in the achievement of continued competitiveness in accordance to this theory are the appealers of an industry (strength of enmity) and the way an organization places itself in the industry structure. This competitive placement elaborates the reasons for some organizations are more beneficial compared to others (Steininger, Huntgeburth & Veit, 2011). Depending on the way an organization chooses a strategy, there is improvement or erosion of this placement and thus, for the achievement of the continued competitiveness, there is need for analysis of the market for the realization of the flawless market fit (McGee, 2015). This theory is criticized as having a one-sided viewpoint that only comprises the industry structure excluding the functions in an organization. Moreover, accessing the resources can be different in one industry and the resources in an industry are not necessarily similar (McGee, 2015).

EMPIRICAL REVIEW

Muendo and Ogutu (2020) carried out a study on strategy implementation and organizational performance. The research used a case study research design. Primary data was sourced from senior managers. Secondary data was sourced from desk review of the strategic plans implementation and financial reports. Qualitative data was collected and therefore content analysis technique was used in analysis. Findings showed strategic implementation had a direct influence on organizational performance.

A research was conducted to find out if there was a link between strategy implementation and performance was done by Keya (2019). 60 participants who were drawn from 15 INGOs which operates in Kenya and have their headquarters located in Nairobi. Purposive sampling was used to get participants from the management who were inclusive of operations, strategy, human resource and finance officers with few others like project coordinators and project officers who were not in management. Semi-structured questionnaires were administered. Data was analyzed using inferential and descriptive statistics and presentation done in tabular form and using figures. Results established that strategy implementation practices were significantly and positively correlated with organizational performance.

A research to establish the impact of strategy implementation on organizational performance of public sector in Kenya was carried out by Kilile, Munga and Were (2018). The research adopted a descriptive research design. Participants were sampled using stratified sampling method in the six operational agencies under ministry of Tourism. The study targeted the personnel in charge of middle and senior management. The information was analyzed using descriptive and inferential statistics on the study variables. The findings revealed a positive correlation with organizational performance.

A research examining the impact of strategy implementation on performance was conducted by Onserio (2018). The research used a descriptive study design that is cross sectional in nature. The research targeted heads of the academic and non-academic departments in institutions of higher learning. Sample size of 174 participants obtained using stratified random technique was used. Data collection was by semi-structured questionnaires. Descriptive and inferential statistics were used. Results showed that strategy implementation significantly affected performance.

RESEARCH METHODOLOGY

Research Design

This is a blue print for carrying out a study which involves an exploration looking into the present circumstance and other incidents through the use of distinct sources of research information for supporting making of valid conclusions (Kothari, 2004). This study used descriptive research design which ensured that the connection between the variables under study is investigated. Saunders et al. (2007) suggested that in using descriptive survey design provision of a quantitative account of particular tendencies and views inclusive of thoughts of a population by considering a sample of the same is possible. The design is right since it enables efficient collection of authentic data which is critical for decision making, identification of present methods, situations and connections linked to the variables being researched on (Bryman, 2006) and was therefore useful as it helped in obtaining factual information in institutions like NGOs dealing with public health matters.

Target Population

This is seen as an all-inclusive account of cases, people, elements, subject matter and things that have shared observable traits. It is an entire group whereby determination of some data is looked for (Banerjee & Chaudhury, 2010). The study's population were persons in the directorate, managerial and technical levels in the forty five (45) public health NGOs. The study targeted the NGOs with a component dealing with gender based violence issues due to the

upsurge of the GBV cases as a result of the Covid 19. The persons targeted are the ones involved in strategic management and are conversant with the strategic management practices that are proposed and implemented in the organizations.

Table 1: Target Population

Levels	Population	Percentage
Directors	45	4.4
Managerial	164	15.7
Technical	835	79.9
Total	1044	100.0

Source: Public health organizations' websites (2021)

Sample Size

The total number of NGOs involved in this study was 14, this was obtained through the use of a 30% of the total population, in accordance with Mugenda and Mugenda, (2013) who suggested that for descriptive studies, at least 10% - 30% ratio of the total population is enough. Respondents to be sampled were gotten via the Yamane's formula. From 356 directors, managers and technical officers in all the 14 public health NGOs, a sample size of 188 respondents were targeted and were sampled randomly.

Table 2: Sample Size

Levels	Population	Sample	% of total population
Directors	14	7	4.4
Managers	48	26	15.7
Technical	294	155	79.9
Total	356	188	100.0

Data Collection

Data contains facts or information from which conclusions are drawn (Kothari, 2004). Data can be collected through a primary or secondary source (Mesly, 2015). Primary data sources include survey, observation, experiment or questionnaires. Primary data was collected in this research since it is factual, is a real-time and it is much more accurate and reliable (Mugenda & Mugenda, 2013). Data collection was through structured questionnaires which were on 5-point Likert scale. Questionnaires give participants a chance to give structured and well thought out answers (Saunders, Lewis & Thornhill, 2007).

Data Analysis and Presentation

Data collection tools were given out to participants in person using the drop and pick method. Filled questionnaires were collected based on the agreement made with the participants. This offered the participants sufficient time to answer the questions thereby giving out the crucial feedback needed. SPSS software aided in data analysis which involved the use of descriptive statistics (means and standard deviations) and inferential statistics (regression analysis)

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where:

Y = Organizational performance

β_0 = Constant

β_1 = Coefficients

X_1 = Strategy implementation

ε = Error term

EMPIRICAL FINDINGS

Descriptive Statistics

Strategy Implementation

In this section, the study outlined the respondents' opinions on strategy implementation in light of performance of public health NGOs. Strategy implementation was conceptualized to constitute organizational leadership, resource allocation, organizational communication and organizational commitment. The pertinent findings are as shown in Table 3.

Table 3: Descriptive statistics for Strategy Implementation

Strategy implementation statements	Mean	Standard deviation
The leadership is sensitive to wastage when using of available resources	3.15	1.40
Adequate resources are allocated for performance of tasks and activities	3.57	1.16
There is clear communication on who is responsible of a set of given activities	3.20	1.27
The organization is committed to achieve the objectives, strategies and plans of the organization	3.07	1.16
	3.25	1.25

Adequate resources are allocated for performance of tasks and activities (Mean of 3.57 and SD of 1.16). There is clear communication on who is responsible of a set of given activities

had a mean of 3.20 and SD of 1.27. The leadership is sensitive to wastage when using of available resources had a mean of 3.15 and SD of 1.40 while the organization is committed to achieve the objectives, strategies and plans of the organization had a mean of 3.07 and an SD of 1.16.

Organizational Performance

Organizational performance indicators were given and respondents' agreement level was sought. Table 4 shows the descriptive statistics for organization performance as employed in the public health NGOs.

Table 4: Descriptive statistics for Organizational Performance

Organizational performance statements	Mean	Standard deviation
Impact has been maximized through enhancement of the products and services offered by the organization	3.39	1.02
There has been increase in the demand for health services and products by the community our organization reaches out to	3.59	1.09
In our organization, efficiency has improved and customer experience reports has been positive	3.46	1.03
Access to quality primary health care services by our clients has improved, the number of intended persons reached and the expansion of influence has greatly improved	3.77	1.08
The organization has managed to maintain a good image since its inception	3.71	1.24
	3.58	1.09

Access to quality primary health care services by our clients has improved, the number of intended persons reached and the expansion of influence has greatly improved (Mean of 3.77 and SD of 1.08). The organization has managed to maintain a good image since its inception had a mean of 3.71 and SD of 1.24. There has been increase in the demand for health services and products by the community our organization reaches out to had a mean of 3.59 and SD of 1.09. In the organization, efficiency has improved and customer experience reports has been positive had a mean of 3.46 and SD of 1.03 while the impact has been maximized through enhancement of the products and services offered by the organization had a mean of 3.39 and SD of 1.02.

Inferential statistics

Table 5: Regression Coefficients

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.520	.225		6.762	.000
	Strategy implementation	.166	.059	.211	2.828	.005

a. Dependent Variable: Organizational performance

$$\text{Organizational performance} = 1.520 + 0.166 (0.059)$$

The results in the table 5 indicates that sstrategy implementation demonstrated a significant and positive influence on organizational performance, with a beta coefficient of 0.166 and a significance level of 0.005.

This suggests that effective execution of strategies is a key driver of success for public health NGOs in Nairobi. This highlights the idea that while strategic planning provides direction, it is the ability to implement strategies effectively through proper coordination, resource management, staff involvement, and accountability that ultimately enhances organizational outcomes (Davis, Al-Haddad & Kotnour, 2021). The implications of these results show that the NGO hospitals utilize effective mechanisms while allocating resources hence the positivity of the performance in these hospitals. Further, the findings indicate that there is a strategy performance relationship where the managers are committed to service delivery.

Summary of Findings

Respondents neither agreed nor disagreed that strategy implementation affects performance. Strategy implementation had a meaningful and positive impact on the performance of public health NGOs. The hospital leadership ensures concerted effort in managing the institutions for better service delivery in addition the organizational communication strategies are effective, further, resources within the hospitals are well managed, these could include the support received from the donors for growth and sustainability of the health facilities. It is clear from the results that these hospitals maybe superior in delivery of services over and above the government sponsored facilities.

CONCLUSION

Strategy implementation has a vital function in public health NGOs by providing direction, optimizing resource allocation, engaging stakeholders, enabling monitoring and evaluation, fostering adaptability, and ensuring long-term sustainability. It translates vision into action, helping NGOs achieve their goals and make a meaningful difference in public health outcomes.

RECOMMENDATIONS

Adequate allocation of resources for performance of tasks and activities since respondents agreed that this influenced organizational performance of public health NGOs in Nairobi. Effective resource allocation guarantees that financial, human, and material assets are used in the most efficient way possible. This allows NGOs to implement their programs and projects smoothly, ensuring that resources are not wasted. By strategically distributing resources, these organizations can achieve their goals more effectively, enhance operational efficiency, and ultimately increase their positive impact on public health outcomes within the communities they serve.

The public health NGOs are advised to strengthen their strategic implementation forums, this would include setting up implementation frameworks that can be adopted by all the facilities. The frameworks should spell out clear action points, measurable milestones and performance indicators for every portfolio within the facilities. Further, there is room for growth for these facilities and therefore they are encouraged to ensure all the hospital staff are adequately involved in the strategy implementation process, as well as adopting creative and innovative strategic initiatives proposed by employees.

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