

DETERMINANTS INFLUENCING STRATEGY IMPLEMENTATION IN HUMANITARIAN ORGANIZATION: A CASE OF UNITED NATIONS ENVIRONMENT PROGRAMMES NAIROBI

Stephen Mwangangi Kasembi¹, Dr Samson Nyangau²

Jomo Kenyatta University of Agriculture and Technology P. O Box 62000-00200 Nairobi, Kenya

Abstract: Majority of the humanitarian organisation are always under pressure to find the most effective ways to bring service to the community. To effectively compete, organizations must continuously implement their strategy in accordance with the strategic plan. Hence this study therefore aimed at to asses determinants influencing strategy implementation in the humanitarian organization: a case of United Nations environment programmes Nairobi. The independent variable of this study are factors (communication, donor funding, strategic planning, and strategy monitoring and evaluation) while the dependent variable of the study is strategy implementation in the humanitarian organization. Theories relevant to this study were Alignment theory, resource dependency theory, strategic fit theory, Mckinsey 7s model and finally the stakeholder theory. Study variables were discussed under the conceptual framework after that operationalized. The target population constitutes of 189 United Nations environment programmes Nairobi employees involved in Professional and Higher Categories, Field Services and General services and related categories with a sample size of 128 Professional and Higher Categories, Field Services and General services and related categories. Stratified random sampling was carried out. The research instruments that were used included printed questionnaires. Data collected were analysed using both descriptive and inferential statistical tools, and SPSS version 21 was used to process the collected data which was then to be presented in the form of tables. Inferential statistics analysis was conducted to describe the strength of the linear relationship between two variable which indicated that 52.6 per cent variation on strategy implementation was explained by the four variables namely; communication, donor funding, strategic planning, and strategy monitoring and evaluation and revealed that they play a significant role in strategy implementation. The study recommends that management should embrace overall effective and efficient strategy implementation in order to achieve long-term goals of the organization.

Keywords: Communication, Donor Funding, Strategic Planning, Strategy Monitoring & Evaluation, strategy implementation.

1. INTRODUCTION

1.1 Background of the Study

According to Chang, (2016) Strategy implementation is the process that turns plans into action assignments and ensures that such assignments are executed in a manner that accomplishes the plan and stated objectives, Strategy implementation is the most complicated and time- consuming part of strategic management. It cuts across virtually all facets of managing and needs to be initiated from many points inside the organization. The implementation task involves the coordination of

a broad range of efforts aimed at transforming strategic intentions into actions. Goffin and Mitchell, (2016) posit that It has been of great concern that a number of the non-profit organization are grappling with a challenging task of strategy implementation notwithstanding their degree of proficiency and previous successes. However, it is possible to translate the established strategies and plans into individual and team action necessary to provide a successful strategy implementation. Many companies have fallen prey to not sufficiently motivating and inspiring their employees to work with zeal and as a team with a common purpose spearheaded by the management. The challenge to translate the strategies and plans into action and hence successfully implementation is noted in both large corporation and small and medium enterprise. Any organization that is determined to grow and thrive in their line of business must learn how to create strategies and ideas and establish them into reality(Freeman, 2010).

Chetty (2010) noted that to achieve a successful strategy implementation it can be narrowed down to a combination of several aspects including: top management commitment and political goodwill, a communication system that not only communicates a clear tangible strategy but also is receptive to its employees and engages them in decision making, establishing the ability to monitor and evaluate progress in an organization and selecting the most competent employees and by extension the appropriate organization structure to support the strategy. However, these factors must be managed comprehensibly for a successful strategy

Implementing strategies successfully is about matching the planned and the realizing strategies, which together aim at reaching the organizational vision. Various theories have been put in place to explain strategy implementation. This includes the Mckinsey 7 S model, (Bhatti, 2011) which explains the interplay between various factors within the organization that has to be harmonious for the purpose of achieving the organization's long term goals. Another theory put in place is Chandler's theory of structure follows strategy. Chandler, (1962) concluded that to make their diversified and complex businesses work they had to reorganize decentralization. Berle and Means, (1932) stewardship theory argues that there has to be a structural mechanism to curtail managerial opportunism by the board of directors which provides monitoring of managerial actions on behalf of shareholders, hence more accountable management to strategy implementation.

Masita,(2013) noted that strategic management followed a particular order stage one: determination of the vision and mission of the firm which provides direction and scope for the firm's activities as well as guidance for the firm's strategic objectives and strategies. Stage two: situation analysis which involves environmental analysis both externally and internally, external analysis involves the identification of opportunities and threats in the external environment while internal analysis is pegged on at determining the strengths and weaknesses in a firm's resources. Stage three involves formulating strategic objectives taking into account the finding in stage one and two. Stage four is a strategic analysis which occurs at both the corporate and business level. The corporate level it involves determining the appropriate business portfolio while at the business level it's where strategy is operationalized transforming strategy into plans and tactics which are more implementable. Evaluation and control of the strategy involve taking corrective action when there is a deviation from the strategy this requires continuous reviews.

1.1.1 Global perspective influencing the determinants of strategy implementation

Globally, Godemann, Haertle, Herzig, and Moon, (2014). confirmed that around 90 per cent of the detailed systems of firms in the USA (United State of America) and Europe are not executed as required and don't viably accomplish the expected outcomes. According to White Paper (2006) of Strategy Implementation of Chinese Corporations, strategy implementation has become the commonest challenge facing various kind of organization. The survey report indicated that 83 per cent of the surveyed companies failed to implement their strategy smoothly, and only 17 per cent felt that they had a consistent strategy implementation process. It is apparent that strategy implementation is a key challenge for today's organizations. Different strategic management practices can influence the success of strategy implementation including individuals who communicate or implement the strategy, organization structure, systems or mechanisms in place for coordination and control, availability of both resources financial and non-financial (Machuki, 2011).

1.1.2 Regional perspective influencing the determinants of strategy implementation

In Africa, a study conducted on South Africa organizations concluded that effective and efficient strategy implementation was perceived by most of the respondent organization as more vital than strategy formulation and by a large extent the study revealed that the ability for organization to effectively translate their strategies and plans into reality and

successfully implement their strategy was highly valued (Jooste, & Fourie, 2009). A study at Makerere University (2010) conclude that the intractable challenge that faced the institution was the execution of its strategy, this was realized when the institution was establishing a well-defined ICT policy and master plan which was to be used as a vehicle to a winning strategy in assuring successful integration of ICT.

1.1.3 Local perspective on determinants influencing strategy implementation

In Kenya, a study done in Mazar Kenya revealed that the industry forces mainly competition and the change in economic conditions greatly influences strategy implementation (Ruth, 2013). Similarly, Oanda (2013) conclude upon the investigation of private security firms in Kenya that the most common challenge was in the implementation of its strategy. In the public sector success on implementation depends largely on the capability of the heads of departments to translate the company policy into patterns of action. Effectiveness depends on their ability of managers to align the company resources, outputs, and tasks to the needs of the society (Reed, 2004). One of the greatest challenges facing the United Nations Environment Programme in Africa, and Kenya in particular, however, is how to sustain and support their activities financially. Organizations all over the World develop strategies that will enable them to exist and survive in the long-run. There is a need for the UNEP to find different financing strategies for long-term survival primarily because donors funding are not only decreasing, but the donors are also shifting their focus in new areas

1.2 Statement Of The Problem

According to David (2011), strategy implementation is the most challenging and difficult stage in strategic management. Cater and Pucko (2010) concluded that while 80 per cent of firms have the right strategies, only 14 per cent have managed to implement them well. Others studies claim that between 50 per cent and 80 per cent of strategy implementation efforts fail (Atkinson, 2006). Studies (Zaribaf & Bayrami, 2010; Cater & Pucko, 2010; Bushardt, Glascoff, & Doty, 2011; Rajasekar, 2014) and others indicate that strategy implementation is far often suffering from lack of involvement of staff, communication, and consultation both top-bottom and bottom-top interactions in the organization. According to Lorette (2016) argues that Implementation is the most essential part of the strategic planning process. Thompson and Strickland (2011) pointed out that for organizations to overcome environmental challenges well-formulated strategies must be adequately executed at all levels. According to Karami (2007), strategy implementation has been the focal point of increased study and research for the potential solution; especially because the process of strategy formulation to implementation is not efficient and is inadequate. Similarly, Lumiti and Ateng (2007) concluded that good strategies have been established but very little has been achieved in their implementation. David (2001) suggested that without understanding and commitment, strategy implementation efforts face major challenges and that managers are prone to overlook implementation realities. There are several studies that have been conducted on strategy implementation in Kenya. In the Nonprofit organization required each department need to reconsider how they work together, evaluate the ramifications of duplication of administrations and to expand coordinated effort when conceivable and appropriate. The introduction of performance management system by the Non profit organisations that was designed for strategy implementation by communicating goals and objective, reinforcing individual accountability for achieving the pre-determined objectives as well as evaluating individual and organizational performance results (Bourne, 2003) However, implementation of strategy in the Non profit organization branch level is still inefficient despite the efforts made by their headquarters. Consequently the reason of this study is to analyze the determinants influencing strategy implementation in humanitarian organization: a case of United Nations Environment Programmes Nairobi with an insightful to the issue of strategy implementation; have not investigated the influence of communication, donor funding, strategic planning, and strategy monitoring and evaluation on strategy implementation in corporate and humanitarian sectors. This study aimed to fill this research gap by undertaking a comparative analysis of these factors (communication, donor funding, strategic planning, and strategy monitoring and evaluation) on strategy implementation.

1.3 Objectives of the study

The following were the objective of the study;

1.3.1 General Objectives of the study

The general objective of this study was to assess the determinants influencing strategy implementation in the humanitarian organization: a case of United Nations Environment Programmes Nairobi.

1.3.2 Specific Objectives

The study was guided by the following specific objectives

1. To determine how communication has an influence on the implementation of strategy in the humanitarian organization: a case of United Nations Environment Programmes Nairobi.
2. To find out how donor funding has an influence on the implementation of strategy in the humanitarian organization: a case of United Nations Environment Programmes Nairobi.
3. To assess how strategic planning has an influence on the implementation of strategy in the humanitarian organization: a case of United Nations Environment Programmes Nairobi.
4. To establish how strategy monitoring and evaluation has an influence on the implementation of strategy in the humanitarian organization: a case of United Nations Environment Programmes Nairobi.

1.4 Research Question of the Study

1. To what extent communication strategies have an influence on the implementation of strategy in the humanitarian organization: a case of United Nations Environment Programmes Nairobi?
2. To what extent donor funding has an influence on the implementation of strategy in the humanitarian organization: a case of United Nations Environment Programmes Nairobi?
3. To what extent strategic planning has an influence on the implementation of strategy in the humanitarian organization: a case of United Nations Environment Programmes Nairobi?
4. To what extent strategy monitoring and evaluation have an influence on the implementation of strategy in the humanitarian organization: a case of United Nations Environment Programmes Nairobi?

2. LITERATURE REVIEW

2.1 Introduction

This section explores the existing literature related to the study on the determinants influencing strategy implementation in the humanitarian organization: a case of United Nations Environment Programmes Nairobi. The chapter covers conceptual and theoretical framework, empirical literature and research gaps.

2.2 Theoretical framework

Theories anchoring the study were: Alignment theory, resource dependency theory, strategic fit theory, Mckinsey 7s model and finally the stakeholder theory.

2.2.1 Alignment Theory

Alignment theory represents a meta-theory that preserves the power of these individual views and emphasizes the way that they interact with one another. Alignment theory also known as strategic fit theory According to Aina (2002), strategic fit is based on the assumption that there are no universal prescriptions of strategic management practices and the appropriate strategy to undertake will be substantially influenced by the particular situation, the most appropriate strategic management practices for an organization is determined by establishing an understanding between the environment and the organization. The strategic management practices must consider the specific requirements of both the organization and its stakeholders. According to Cutler (2006), this ultimately led the firm's management to adopt a strategy for the firm which somehow reflected the environment and at the same time was part of a managerial mission and objective statement. Barney and Delwyn (2007) observe that the application of the strategic fit concept helped firms to manage their resources more efficiently so that they could reduce operational costs as well as respond effectively to environmental threats and new opportunities. Burton (2006) suggested that it was necessary for an organization to get away from the mechanistic to organic structures to enable them to effectively respond to changes in the environment. Therefore, for organizations to manage efficiently their resources, proactively responding to environmental changes hence them to take advantage of new opportunities, they must embrace the strategic fit concept through strategic management practices.

2.2.2 Stakeholder Theory

Atkinson (1997) defines stakeholder theory as a multidimensional approach of organization strategic management and identifying five primary stakeholder groups for an organization, more specifically: three of them are shareholder, customers, and communities which defines the external expectations of a company's performance while the other two suppliers'/contractual professional and employees are involved in the organization plan, design, implementation as well as deliver the company's product and services to its customers. Similarly, Post (2002) observed that stakeholders can be viewed as individuals that have a direct or indirect interest in the performance of the organization. Similarly, Freeman (1984) argued that stakeholders are those who can affect or in turn can affect the achievement of the defined objectives within an organization. Likewise, Newcombe (2003) argued that meaningful and impactful stakeholder management begins with the identification of key stakeholders.

Similarly, Phillips & Margolis (1999) argued that while stakeholder theory was originally applied to the private sector as a theory of organizational ethics expanding the concept to include the public institution and the entire nation or world economy is a conceptual advancement. Jenson (2001) stated that other measures to measure how a firm has performed besides benefits attained by stakeholders include information flow from senior management to subordinate staff, working organization environment and interpersonal relations within the organization. The management's job is to make the organization maximize stakeholders' interests and this can be successfully achieved by keeping the support of all of these groups as well as balancing their interests.

2.2.3 Mckinsey 7s Model

Mckinsey 7s model was developed in the late 1970s by consultants McKinsey & company to aid managers in organizational change management. The model shows that organizational immune systems and the many interconnected variables involved making change complex and that an effective change effort must address many of these issues simultaneously. The model describes the seven factors critical for effective strategy execution. The strategy is the positioning and actions taken by an enterprise, in response to or anticipation of changes in the external environment, intended to achieve competitive advantage. The structure as the way in which tasks and people are specialized and divided, and authority is distributed; how activities and reporting relationships are grouped; the mechanisms by which activities in the organization are coordinated. (Kaplan 2005).

Systems are the daily activities and procedures that employees engage in to get the job done. Staff is the competencies, individuals as well as the backgrounds and how the company policy on recruiting, selecting training, managing the careers, and promoting the employees. Skills can be said to be distinctive proficiency or core competency of the company that is what it does best along dimensions such as people, management practices, processes, systems, technology, and customer relationships. Style is the leadership style of managers, how they interact, what actions do they take and their symbolic value. The 7-S model asserts that organizations are successful when they achieve an integrated harmony among three 'hard' 'S's' of strategy, structure, and systems, and four 'soft' 'S's' of skills, staff, style, and super-ordinate goals now referred to as shared values (Kaplan, 2005).

2.2.4 Resource dependency theory

Resource dependence theory highlights how the external resources of a humanitarian organisation affect its behaviour. Pfeiffer and Salancik (2003) avail a framework for comprehending the relationship between a humanitarian organisation and its environment. A fundamental assumption of this theory is that dependence on essential and critical resources influences the actions of the humanitarian organisation and that organizational decisions and action can be elaborated depending on the particular dependency situation. Humanitarian organisations are unable to produce all the resources they need to operate and hence they must engage in exchanges with the external environment so as to acquire the resources they need to survive. Hence, the theory stresses the importance of looking at the environment in which a humanitarian organisation operates when trying to explain behaviour and impact (Pfeiffer & Salancik, 2003). The survival of most humanitarian organisations depends on their ability to attract the resources needed to support their operations.

This theory explains further the usefulness of the environmental linkages of a humanitarian organisation and the outside resources which when used effectively could provide the humanitarian organisation through Strategy implementation (Hull & Rothenberg, 2008). Del Baldo (2012) observes that directors brought resources such as information, skills, suppliers, buyers, public policy decision-makers, social groups and legitimacy that could reduce uncertainty and hence

enhanced strategy implementation. This theory, therefore, supported the appointment of directors to humanitarian organisation boards because of their opportunities to gather information and network in various ways.

2.3 Conceptual Framework

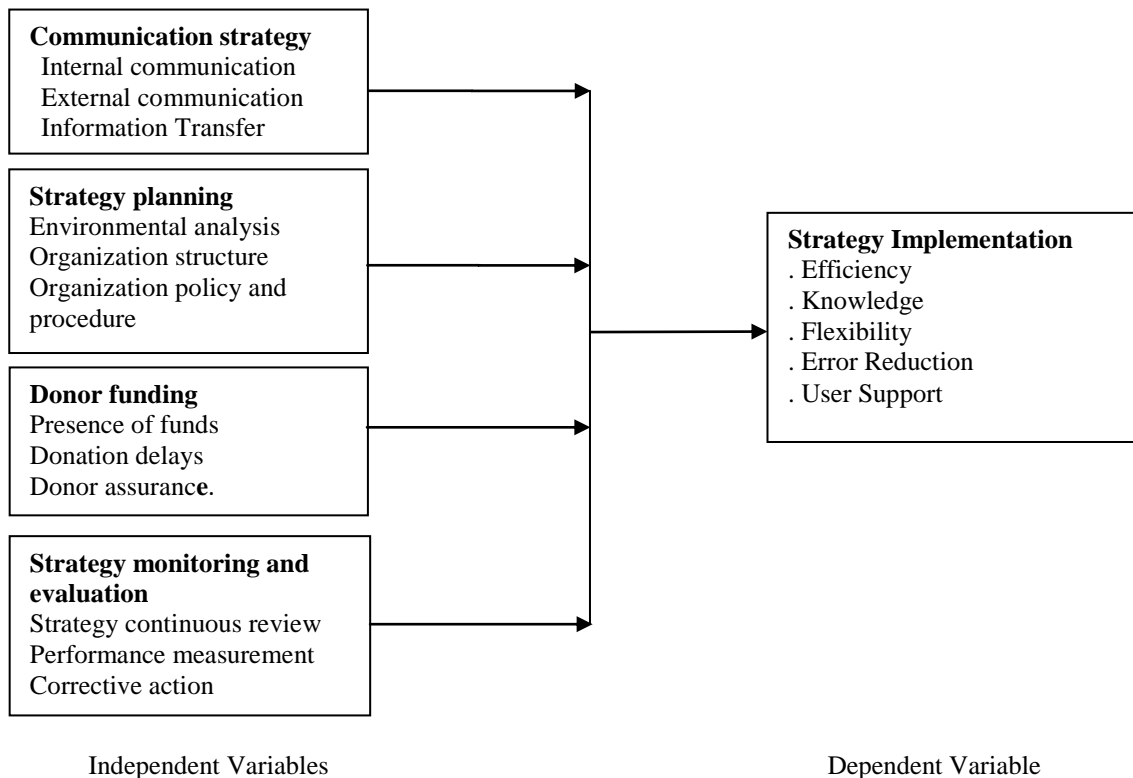


Figure 1: Conceptual framework

2.4 Review of the variables

2.4.1 Communication as a challenge to Strategy Implementation

The importance of communication during intended change has been empirically demonstrated and commonly agreed among practitioners. Meaningful communication informs and educates employees at all levels and motivates them to support the strategy Elving (2005) proposed a conceptual framework to study communication in organizations experiencing change. Six propositions were developed that all simultaneously influence readiness for change. The level of readiness in this framework indicates the degree of effectiveness of change. The first proposition stated that a low level of resistance to change or a high level of readiness for the change is an indicator of effective organizational change. The second proposition stated that communication needs to inform the organizational members about the change and how that change will alter the individual's work.

Traditionally, internal communication was defined as "communication with employees internally within the organization (Cornelissen, 2008). On the other hand, external communication is bringing information from outside into the organization and out of it. External communication consists of the interactive process of exchanging information with market including every company which a firm interacts with (Tankosic, Ivetic, & Mikelic, 2017). Internal communication can be characterized as either formal or informal communication. External communication can be distinguished into promotional, strategies, or operational (Wilcox & Cameron, 2010).

Communicating internally has taken on major importance in the work of corporate communication departments. Internal communication is crucial for efficient work in any organization, and it is becoming a source of competitive advantage (Tankosic et al., 2017). Internal communication information transmitted up, down, horizontal and diagonal in the organizational structure (Vercic, Vercic, & Sriramesh, 2012). The internal communication is based on communication flow inside the organization and its segments. Internal communication is key for a successful business and good

interpersonal relationship. We cannot expect any kind of positive activity into our company if we don't have good communication flow inside of the company. The prerequisite for successful external communication is well ordered internal communication (Meng & Pan, 2012).

2.4.2 Strategic planning as a challenge to strategy implementation

According to Armstrong (2010) Strategic planning is a proactive alternative to long-range planning and it's a core task of senior management which involves fourteen processes These processes are designing objectives, planning strategy, establishing goals, developing company philosophy, policies, procedures, organization structures, establishing personnel and facilities, capital, establishing standards, programs and operational plans and institutionalization, evaluation and control. Hesterly (2006) was of the view that the process of strategic planning need to be designed well to be able to it meets the specific needs of the organization. The strategic management planning process involves the mission and vision of the organization, environmental analysis, selection of objectives and analyzing strategic choices (Porter, 2008).

According to Kohtamaki (2012), the participative strategic planning improves personnel consideration with regards to company's strategy and strategic goals as a result help implementing the strategy efficiently, creates a sense of shared purpose for the employees as well as increase personnel commitment to the implementation of the strategy. Similarly, Wheelen & Hunger (2008) argued strategy planning includes; definition of the corporate mission, specifying attainable but at the same time challenging objectives, developing strategies, choosing the most appropriate strategy to achieve the objective and finally setting policy guidelines.

Macmillan & Tampoe (2000) noted that the process of strategic planning is mainly carried out at three levels, which include the corporate level, business level, and the functional level. The lower level managers drive the functional strategies, which have short-term horizons and relate to a functional area. Bakar (2011) revealed that most of the firms practising strategic management had a clear objective, a winning strategy to achieve the objective and a sound mission statement to guide the organization toward success.

2.4.3 Donor funding as a challenge to strategy implementation

Most Humanitarian organization receives donations which may come in the form of money or supplies. The supplies donated may not necessarily be what is required at times. The donors may dictate how the funds are to be used. A situation may arise where particular supplies are required but the funds cannot be used to procure these supplies. This is a big challenge in procurement.

According to (Herzer&Nunnenkamp 2012), Government grants crowd in private donations in the long run, whereas commercial revenues crowd out donations in the long run. Despite its growing importance, there is no systematic reporting of private funds, so it is impossible to gauge accurately how much there is, or where and how it is spent. Until there is a shared and reliable evidence base it is impossible to accurately measure progress or to coordinate and target resources effectively. The ability to hold all actors to account are also severely hampered (Stirk, 2014).

2.4.4 Strategy monitoring and evaluation as a challenge strategy implementation

According to Hitt (1996), the process of evaluation entails four steps major steps that include; setting standards of performance, measuring that performance against pre-set standards, analyzing the variances between standards and results; and finally taking corrective action on the identified undesirable variances. It is, therefore, an important process since it provides feedback on performance, either validates or invalidates strategic choices, and ensures there is congruence between decisions and strategic intentions as well as feed forward information to new strategy formulation.

However, strategy control entails the use of long-term and strategically relevant criteria for the evaluation of business-level managers' actions and performance. According to Pearce and Robinson (2008), Strategic control is concerned with tracking the strategy as it is being implemented, detecting problems or changes when deemed necessary and making the necessary adjustments, therefore, it sheds light on the efficiency and effectiveness of the comprehensive plans in achieving the desired results.

2.5 Critique of the literature review

The literature review gave the overview of the available literature which frames or surrounds the problem being researched which is the determinants influencing strategy implementation in the humanitarian organization. The literature

review was broad but yet it focused on the previous studies on the determinants influencing strategy implementation in a humanitarian organization with reference to United Nations Environment Programmes Nairobi. Also, there was historical as well as contemporary materials which was able to put the area of study into its context. In this review, the researcher was able to portray some convincing evidence to support its assertions in the empirical studies. On the other end, the researcher was able to cover opposing views in the literature review by indicating future trends in disasters likely to happen if not catered for by the determinants influencing strategy implementation in a humanitarian organization with reference to United Nations Environment Programmes Nairobi. This research is also able to describe the theories that explain determinants influencing strategy implementation in a humanitarian organization with reference to United Nations Environment Programmes Nairobi. Finally, the researcher is able to reveal the gaps in the knowledge which the research was filled.

2.6 Research Gap

The project intended to fill the existing research gap since there have not been any studies conducted on the determinants influencing strategy implementation in a humanitarian organization with reference to United Nations Environment Programmes Nairobi. There has been a lack of a clear organizational relationship between the different stakeholders, perhaps giving a roadmap of guidance on what each should observe. This has ultimately led to compromised service delivery by these organizations (Tysseland, 2009). All these are very significant issues that call for their study.

3. RESEARCH METHODOLOGY

3.1 INTRODUCTION

This Section expounded on the research methodology used and in particular this chapter is primarily concerned with issues related to research design, the population, the type of data collected, sampling frame, sample and sampling techniques, data collection instrument, data collection procedure, pilot test, data analysis, and presentation are discussed as well as the operationalization of variables

3.2 Research design

The study used a descriptive survey design which adopted a mixed mode research approach that is qualitative and quantitative

Target Population of the study

This study targeted are 189 key respondents that have the pertinent experience and insight on the subject matter being sought in United Nations Environment Programmes Nairobi.

Table 3.1: Target Population

	Strata	Target Population
1.	Professional and Higher Categories	34
2.	Field Services	67
3.	General services and related categories	88
	Total	189

3.4 Sampling Frame

In the case of this study, the sample frame for this study consisted of a list of all the employees in all plants of United Nations Environment Programmes Nairobi.

Sample size

Kothari (2009) defines a sample size as a definite plan for obtaining a sample from the sampling frame. The sample size was calculated at 95% confidence level, an alpha level of 0.05 which is the margin of error of $\pm 5\%$ and 0.5 as the standard deviation which shows how much variance the research expects in as responses. From a total population of 189, a sample size, calculated within the stratum with the help of Fluid sample size formula. According to Fluid Survey (2015), the sample size was calculated using the formula below:

$$n = \frac{N}{1 + Ne^2}$$

Where:

n = Sample size

N = Population size

e = the error of Sampling

This study allowed the error of sampling on 0.05. Thus, the sample size was as follows:

$$= \frac{189}{1 + 189(0.05^2)} = 128 \text{ employees}$$

To determine the number of employees per products, the study applied stratified and simple random sampling proportionate to the cluster size as indicated in Table 3.2 below. The sample size for the study was 128 staffs to whom questionnaires were provided.

Table 3.1: Sample Size

Strata	Target Population	sample size
Professional and Higher Categories	34	23
Field Services	67	45
General services and related categories	88	60
Total	189	128

3.5 Sample and sampling technique

The study adopted the stratified sampling technique. According to Shi (2015), a stratified random sampling technique was used when the population of interest is homogeneous. It breaks the population into groups of similar characteristics. In this study the target population of interest was composed of various carders namely; Professional and Higher Categories, Field Services and General services and related categories

3.6 Data Collection Instruments

The study used questionnaires to collect data from respondents. The structured (closed-ended) and unstructured (open-ended) questionnaires were used to get uniform responses from respondents. The structured questionnaires were accompanied by a list of all possible alternatives from which respondents selected the suitable answers that described their situation by simply ticking (Mugenda and Mugenda, 2003). The study adopted a drop and pick method where the instruments were dropped and collected after having been completed by the respondents.

3.7 Data collection procedure

The researcher obtained an introduction letter from the school of graduate studies, Jomo Kenyatta University of Agriculture and Technology. The researcher then made a courtesy call to the United Nations Environment Programmes Nairobi offices and availed the letter of notification for a permit to collect data from the respondents by distributing questionnaires together with copies of a letter of introduction to carry the study. Completed instruments were collected from convenient locations agreed on by both the researcher and the respondents. Data were collected from both primary and secondary sources. Secondary data was obtained from academic journals, textbooks, Google scholar and other useful publications from the internet. Primary data was collected using questionnaires.

3.8 Pilot Test

A researcher should do a pilot test of data gathering tools before proceeding with the research. The objective of piloting is to detect any ambiguities in the questions, identifying problems in research methodology and data gathering techniques (Shaw et al., 2016). Pick and drop method was used to administer the questionnaires to 10 respondents who did not take part in the study to evaluate the survey questionnaire for the flow of questions, accuracy clarity, readability and

understandability of the research instruments to be used in this study. The reliability of the instruments was established using the Cronbach Alpha Coefficient tests. The researcher also sought voluntary information on the improvement of the research instruments from colleagues and supervisors at JKUAT. From their comments and the Cronbach Alpha Coefficient results, the instruments were refined through re-wording to ensure validity and reliability.

3.9 Data Processing and Analysis

According to Vosloo (2014), data analysis is an examination of what has been collected and making deduction and inferences. Before processing the responses, the completed questionnaires were edited for completeness and consistency. Data analysis was done by grouping data from questionnaires into various categories before being coded and analyzed. The researcher collected both quantitative and qualitative data which were analyzed using both descriptive and inferential statistics. The descriptive statistical tools helped the researcher to describe the data and determine the extent to be used. The Likert scale was used to analyze the frequencies and percentages.

The coded data was then fed into the IBM Statistical Packages for Social Sciences (IBM SPSS) Version 24 using descriptive and inferential statistics. In the descriptive analysis, the study used charts, tables, and bar graphs to present respondent general information. Inferential statistics were done and the Pearson correlation coefficient to find out whether there is a correlation between the study variables in order to generate the values of the coefficients in frequencies and percentages.

According to (Martin, Kelly, Daniel, Kurosu, & Robert, 2002). Multiple regression models were used to find out the relationship between the independent variables and the dependent variable. Multiple regression was used to determine the strength of association between the predictors (independent) and dependent variables implementation among its dimensions. The test for the significance of the coefficient of correlation was determined by the use of f-test. The following multiple linear regression was used:

$$y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \varepsilon$$

Where:-

Y is the dependent variable (Strategy Implementation)

X₁ is the independent variable (communication)

X₂ is the independent variable (donor funding)

X₃ is the independent variable (strategic planning)

X₄ is the independent variable (strategy monitoring and evaluation)

β₀ is the constant

ε is Error term (random variation due to other unmeasured factors).

4. RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

In this study this section presents the data findings of the study, analysis, presentation, interpretation and discussion about data collected from United Nations Environment Programmes Nairobi to ascertain the determinants influencing strategy implementation in humanitarian organization: a case of United Nations Environment Programmes Nairobi, under the key objectives to establish how communication, donor funding, strategic planning, strategy monitoring, and evaluation strategy monitoring and evaluation has influence on implementation of strategy in humanitarian organization: a case of United Nations Environment Programmes Nairobi.

4.2 Responses Rate

Out of the one hundred and twenty-eight respondents who were sampled and the questionnaires were administered, one hundred and fifteen respondents responded. This gave a response rate of 89.8% per cent.

Table 4.1: Response Rate

Response	Number	Percentage
Administered questionnaires	128	100
Returned questionnaires	115	89.8

This response rate was satisfactory and follows Mugenda and Mugenda (2003) specification that a response rate of 50% is adequate for analysis and a response a rate of 60% is good and a response rate of 70% and over is excellent.

4.3 Reliability Values For The Research (Pilot Study Results)

As evidenced in Table 4.2, the study variables had alpha coefficients higher than 0.7. This meant that the collected data were reliable as they had a relatively high internal consistency and could be generalized to reflect the opinions of all respondents in the target population. As shown in table 4.2, the Cronbach alpha test showed values ranging from as low as 0.705 to as high as 0.911. These findings were in line with the benchmark suggested by Hair *et al.* (2010) who regard a coefficient of 0.60 to have average reliability while a coefficient of 0.70 and above indicates that the instrument has a high-reliability standard. Although most researchers generally consider an alpha value of 0.70 as the acceptable level of reliability coefficient, the lower coefficient is also acceptable (Nunnally, 1978; Sekaran & Bougie, 2010). Therefore, it can be concluded that data collected from the pilot study were reliable and obtained the acceptable level of internal consistency. Therefore, all items were included in the survey instrument.

Table 4.2: Results for Pilot Study (Reliability Analysis)

Reliability Aspects	Cronbach's Alpha
Strategy Implementation	0.821
Communication	0.911
Donor funding	0.705
Strategic planning	0.749
Strategy monitoring and evaluation	0.882
Total	0.816

4.4 Demographic Information

This highlights the demographic information of the respondents that include gender, age education level and job tenure. The findings are presented in Table 4.3. The study sought to assess the demographic information of the respondents. Demographic information aides in the laying of social, economic foundations that might influence the direction of the investigation.

Table 4.3: Demographic Information

		Frequency	Per cent
Gender	Male	89	65.4
	Female	47	34.6
	Total	136	100
Age	21-30	4	2.9
	31-40	49	36
	41-50	52	38.2
	50 and above	31	22.8
	Total	136	100
Level of education	O/A Level	43	31.6
	Certificate/Diploma	13	9.6
	Bachelors	61	44.9
	Post Graduate	19	14
	Total	136	100

Total Population of employees in departments			
	1-10	69	50.7
	11-20	28	20.6
	21-30	24	17.6
	31-40	15	11
	Total	136	100

Table 4.3 above presents the distribution of the gender of respondents. The table indicates that the majority (65.4%) were male while 34.6% were female. This means that male gender is dominated in United Nations Environment Programmes Nairobi. Most of the respondents (38.2%) were in the age bracket of 41-50 years, 22.8% were over 50 years, 36.8% were in the age bracket of 31-40 years and 2.9% were between 21 to 30 years. It can be said that most of the employees are in the age bracket of 31 to 50 years.

The study sought to establish the respondents' level of education. 31.6% of the respondents had O/A levels, 9.6% of the respondents had certificate/Diploma, 44.9% had a Bachelor's degree while 14% of the respondents had a post-graduate degree. The well-educated respondents mean that they were well informed and furnished this study with better information which added value.

In terms of the total population of employees in departments, 50.7% of the respondents noted that there are between 1 to 10 employees, 20.6% stated that there are employees in the range of 11 to 20 and 17.6% noted that there are between 21 to 30 employees in the departments. It can be concluded that the United Nations Environment Programmes Nairobi creates significant employment.

4.5 Descriptive Analysis for Study Variables on the Likert-Type Scale

The interpretation of research findings by the use of Likert Scale determines the accuracy of results. In the self-administered questionnaire in this study, four of the sections comprised of items in a Likert type scale format using a scale of SD – Strongly; Disagree; D – Disagree; N – Neutral; A – Agree; and SA – Strongly Agree as recommended by Alan (2001). The items in the Likert Scale were affirmative statements. Each of the four sections of the Likert type scale format had six items. Items were limited to six so as to increase the response rate. Frauke et al., (2008) argue that when a questionnaire is too lengthy, the response rate is low and the quality of the responses is compromised.

In the study on equidistance of Likert-type scales and validation of inferential methods using experiments and simulations, Lantz (2013) indicates that Likert-type data are often assumed to be equidistant by applied researchers so that they can use parametric methods to analyze the data. Since the equidistance assumption is rarely tested, Lantz (2013) argues that the validity of parametric analyses of Likert-type data is often unclear and that the preferred statistical method to analyze Likert-type data depends on the nature of their non-equidistance as well as their skewness. In addition, during analysis of Likert-type data, Carifio and Rocco (2007) indicates Strongly Disagree (SD) $1 < SD < 1.8$; Disagree (D) $1.8 < D < 2.6$; Neutral (N) $2.6 < N < 3.4$; Agree (A) $3.4 < A < 4.2$; and Strongly Agree (SA) $4.2 < SA < 5.0$. This scale gives an equidistance of 0.8. This weighting criterion of responses of Likert-type data advanced by Carifio and Rocco (2007) was followed in data analysis in this study in the interpretation of results obtained by the use of a Likert scale.

4.5.1 Communication Factors (CM)

Communication was the first independent variable measured on the five Likert scales; Where 1 = Strongly disagreed, 2 = Disagree, 3 = Neutral, 4 = Agreed, 5 = Strongly Agreed. It looked at both internal and external communication and the output was as indicated in table 4.2. None of the items under communication was ranked as 'strongly agree' with a mean value of 5. All the items were ranked as 'agree', with a mean value of 4. Further, the skewness was negative and for kurtosis test, only one item 'Specific communications tools are used by the organization to provide strategic information to stakeholders' had a value greater than one. The presentation of the items ranked as agreed were: 'The organization continuously clarifies the organization strategy to its staff' (M= 3.74, SD = .999), 'The organization makes efforts to communicate with staff to motivate them to implement strategy' (M= 3.65, SD = 1.142), 'The organization uses several mediums to communicate with staff on strategy implementation' (M= 3.58, SD = 0.958), 'The organization allocates adequate resources for support of internal communication' (M= 3.48, SD = 1.061), 'The organization has a communication plan to communicate the strategy to business stakeholders' (M= 3.58, SD = 0.923), 'Specific communication tools are used by the organization to provide strategic information to stakeholders' (M= 3.65, SD = 0.915)

an lastly, 'The organisation uses stakeholder meetings in communicating strategy implementation' (M= 3.74, SD = 0.729).

Communication Factors	SD	D	N	A	SA	Mean
The organisation continuously clarifies the organisation strategy to its staff	4.4	0	27.2	37.5	30.9	3.9
The organization makes efforts to communicate with staff to motivate them to implement a strategy	0	15.4	52.2	21.3	11	3.65
The organization uses several mediums to communicate with staff on strategy implementation		18.4	39.7	32.4	9.6	3.58
The organization allocates adequate resources for support of internal communication	0.7	39	22.1	28.7	9.6	3.48
The organization has a communication plan to communicate the strategy to business stakeholders	0	11.8	17.6	50.7	19.9	3.58
Specific communications tools are used by the organization to provide strategy information to stakeholders	0	16.2	22.8	41.9	19.1	3.65
The organization uses stakeholder meeting in communicating strategy implementation	0	16.0	21.8	42.9	19.3	3.74

4.5.2 Donor funding

On the third research objectives, the study revealed the following. On the first question on whether donor funding plays a major role in Strategy implementation, the majority of respondent 50% agreed with the statement leaving 40% disagreeing with the statement. In addition to the statement on whether the donor funding does come on time 60.9% of respondent agreed that they receive donor fund on time leaving with minority 29.1% disagreeing with the statement. On the statement on whether the donor funding for the humanitarian supplies is the adequate majority of respondent 60% agreed with the statement leaving 20% disagreeing with the statement. On the statement on whether the Funding comes from private donors and the government majority of respondent 60% agreed with the statement leaving 30% disagreeing with the statement. On the statement on whether the Donor funds are used effectively in Strategy implementation, the majority of respondent 50% agreed with the statement leaving 20% disagreeing with the statement. On the statement on whether the Funds scandals and embezzlement do affect the organization running, the majority of respondent 40.9% agreed with the statement leaving 29.1% disagreeing with the statement. However, on the statement on whether the Budget fully catered for by the donor funding, the majority of respondent 60% agreed with the statement leaving 20% disagreeing with the statement. On the statement on whether the UNEP sometimes experience funds scandals and embezzlements which affect the running process, the majority of respondent 50% agreed with the statement leaving 40% disagreeing with the statement. Also, on the statement on whether the donors give assurance of funding all the time, the majority of respondent 40.9% agreed with the statement leaving 29.1% to disagree with the statement. Lastly, on the statement on whether the UNEP doesn't get enough funding to meet all our programs, the majority of respondent 50.9% agreed with the statement leaving 19.1% disagreeing with the statement.

4.5.4 Donor funding in Strategy implementation and organizational performance

Donor funding	SD	D	N	A	SA	Mean
Does donor funding play a major role in Strategy implementation towards achieving optimum organisational performance	10.0	30.0	10.0	20.0	30.0	2.70
Funding do come on time	10.0	19.1	10.0	50.9	10.0	2.68
Donor funding for the supplies is adequate	10.0	10.0	20.0	50.0	10.0	2.60
Funding comes from private donors and the government	10.0	20	10.0	40.0	20.0	2.60
Donor funds are used effectively in Strategy implementation	10.0	10	30.0	40.0	10.0	2.70
Funds scandals and embezzlement do affect the organization running.	20.0	9.1	30.0	30.0	10.9	2.97

Budget fully catered for by the donor funding	9.1	10.0	30.0	40.9	10.0	2.67
Restrictions exist in the usage of donor funds	10.0	10.0	20.0	50.0	10.0	2.60
We sometimes experience funds scandals and embezzlements which affect the running process	10.0	30.0	10.0	20.0	30.0	2.70
Donors give assurance of funding all the time.	20.0	9.1	30.0	30.0	10.9	2.97
We don't get enough funding to meet all our programs	9.1	10.0	30.0	40.9	10.0	2.67

4.5.3 Strategic Planning Factors (SP)

The strategic planning was the last independent variables variable measured on the five Likert scales; Where 1 = Strongly disagreed, 2 = Disagree, 3 = Neutral, 4 = Agreed, 5 = Strongly Agreed. It covered; mission and vision, the formation of strategic planning and evaluation and controls. The output was as indicated in table 4.4. None of the items under strategic planning was ranked as 'strongly agree' with a mean value of 5. Items were ranked as 'agree' and as 'neutral' with a mean value of 4 and 3. Items ranked as 'agreed' with a mean value of 4 were: 'All managers and high - level staff of the organization are aware of and understand the mission' (M=3.97, SD= 0.795), 'The organization have a written and well-communicated mission statement' (M=3.87, SD= 1.056), 'The organization follows a defined set of procedures in its strategic planning process' (M=3.65, SD = 1.05), 'The organization clearly assigns lead responsibility for action plan implementation to a person or, alternatively, to a team' (M=4.0, SD=0.816) and 'The organization has set clearly defined and measurable performance standards for each plan element' (M=3.58, SD= 1.119).

Items ranked as 'neutral' with a mean value of 3 were: 'The organization allocates adequate financial resources are allocated towards strategy evaluation and control' (M=3.32, SD=0.945), 'The organization has an organized system for monitoring how well the strategy is implemented' (M=3.42, SD= 1.119), 'The organization reviews the mission and goals in light of the apparent threats/ opportunities and strengths/ weaknesses' (M=3.39, SD= 0.882) and 'Strategic plans and prepared at the functional level and other lower management levels' (M=3.29, SD= 1.039).

Strategic Planning Factors (SP)	SD	D	N	A	SA	MEAN
All managers and high - level staff of the organization are aware of and understand the mission	10.0	30.0	10.0	20.0	30.0	3.97
The organization has a written and well-communicated mission statement	0	15.4	52.2	21.3	11	3.87
The organization reviews the mission and goals in light of the apparent threats/ opportunities and strengths/ weaknesses	0	16.0	21.8	42.9	19.3	3.74
Strategic plans are prepared at the functional level and other lower management levels	0	16.0	21.8	42.9	19.3	3.74
The organization follows a defined set of procedures in its strategic planning process	0.7	39	22.1	28.7	9.6	3.48
The organization clearly assigns lead responsibility for action plan implementation to a person or, alternately, to a team	10.0	30.0	10.0	20.0	30.0	3.97
The organization allocates adequate financial resources towards strategy evaluation and control	0	15.4	52.2	21.3	11	3.87
The organization has an organized system for monitoring how well the strategy is implemented	0	16.0	21.8	42.9	19.3	3.74
The organization has set clearly defined and measurable performance standards for each plan element	10.0	30.0	10.0	20.0	30.0	3.29

4.5.4 Strategy monitoring and evaluation

Strategy monitoring and evaluation are critical in ensuring that planning is kept on course by monitoring progress and taking corrective action in the event of any major deviation from the strategic plans. This section of the analysis highlights the major findings in the influence of strategy evaluation and control on strategy implementation in the humanitarian organization: a case of United Nations Environment Programmes Nairobi. Based on the results it was evident that majority of the respondents that were represented by 41.9% (18) of the respondents strongly disagreed that the United

Nations Environment Programmes conducts timely corrective action in strategy implementation while 21% (9) of the respondents disagreed on that statement. Nevertheless, 4.7% (2) of the respondents were neutral while 23.3% (10) of the respondents agreed and a minority of the respondents representing 9.3% (4) strongly disagreed, this section was supported by an overall mean of 2.37.

The respondents were also asked their opinion on whether they thought a proactive control mechanism was critical to strategy implementation, 53.5% (23) of the respondents which represent majority of the respondents strongly agreed while 21% (9) agreed, 7% (3) disagreed and 18.6% (8) strongly disagreed; the results involved a mean of 3.84. In an effort to determine whether goodwill influences the quality of the control system in the United Nations Environment Programmes majority of the respondents representing 72.1% (31) of the respondents strongly agreed while 18.6% (8) of the respondents agreed 9.3% (4) of the respondents were undecided, the question was supported by a mean of 4.63.

The respondents were asked whether in their opinion they thought the United Nations Environment Programmes conducted frequent reviews of the strategy control policies, 65.1% (28) of the respondents strongly agrees while 14% (6) of the respondents agreed, nevertheless, 9.3% (4) of the respondents disagreed and 11.6% (5) of the respondents strongly disagreed. The results yielded a mean of 4.12. Finally, the respondents were asked their opinion on effective communication system was vital to mitigate inefficiency in the humanitarian organisation implementation process, majority of the respondents 48.8% (21) strongly agree while 16.3 (7) of the respondents agreed 9.3% (4) of the respondents were neutral, however, 9.3% (4) of the respondents disagreed and 16.3% (7) of the respondents strongly disagreed, this section resulted to a mean of 3.72.

Table 4.4.4: Strategy monitoring and evaluation

	SD	D	N	A	SA	MEAN
The United Nations Environment Programmes conducts timely corrective action in strategy implementation	41.9	21.0	4.7	23.3	9.3	2.37
A proactive control mechanism is critical in implementation process of United Nations Environment Programmes strategy	18.6	7.0	0	21.0	53.5	3.84
The political goodwill influences the quality of the United Nations Environment Programmes control systems	0	0	9.3	18.6	72.1	4.63
Frequently reviews of the United Nations Environment Programmes strategy control policies is necessary	11.6	9.3	0	14.0	65.1	4.12
Effective communication system is vital to mitigate inefficiency in the United Nations Environment Programmes implementation process	16.3	9.3	9.3	16.3	48.8	3.72

4.5.5 Strategy implementation

This section of the analysis elaborates the finding of the study on strategy implementation in United Nations Environment Programmes, below highlights the findings of the research. In this section the study sought to determine whether the United Nations Environment Programmes conducts timely corrective action in strategy implementation in United Nations Environment Programmes, majority of the respondents 44.2% (19) strongly agreed, 28% (12) agreed while 4.7% (2) of the respondents were undecided, however, 14.0% (6) disagreed and 9.3% (4) of the respondents strongly disagreed, the results were supported by a mean of 3.84. The respondents were also asked their thought on whether the United Nations Environment Programmes continually fails to fully implement their strategy, 51.2% (22) of the respondents strongly agrees while 16.3% (7) of the respondents agreed, however, 11.6% (5) of the respondents disagreed and 21% (9) of the respondents strongly disagreed, this was supported by a mean of 3.65.

The respondents were also asked if they thought organizational political transition severely affects the implementation of strategy, overwhelming majority 81.4% (35) of the respondents strongly agreed while 16.3% (7) of the respondents agreed only 2.3% (1) of the respondent was neutral; this was supported by a mean of 4.80. The respondents were also asked whether misappropriation of resources by United Nations Environment Programmes management influences implementation of strategy, 48.8% (21) of the respondents strongly agreed and 23.3% (10) of the respondents agreed However 14% (6) of the respondents were neutral, 9.3% (4) disagreed while 4.75% (2) strongly disagreed, this section involved a mean of 4.02. Finally, the respondent was asked whether inadequate accountability and transparency in the

United Nations Environment Programmes affect the implementation of strategy, 34.9% (15) of the respondents strongly agreed while 23.3% (10) of the respondents agreed. However, 21% (9) of the respondents were undecided, 11.6 (5) agreed and 9.3 (4) strongly agreed. The results were supported by a mean of 3.63.

Table 4.5.1: Strategy Implementation

	1 SD	2 D	3 N	4 A	5 SA	MEAN
Majority of the county staff do not understand their United Nations Environment Programmes strategy	9.3	14.0	4.7	28.0	44.2	3.84
United Nations Environment Programmes continually fails to fully implement its strategy	21.0	11.6	0	16.3	51.2	3.65
Political transition in the county severely affects implementation of strategy	0	0	2.3	16.3	81.4	4.80
Misappropriation of resources by United Nations Environment Programmes management influences implementation of strategy	4.7	9.3	14.0	23.3	48.8	4.02
Inadequate accountability and transparency in the United Nations Environment Programmes affect the implementation of the strategy	9.3	11.6	21.0	23.3	34.9	3.63

4.6 Inferential Statistics

According to Kombo and Tromp, (2008) inferential statistics use a random sample of data taken from a population to describe and make inferences about the population

4.6.1 Correlation analysis

In this study, the Pearson correlation coefficient was used to determine the magnitude and direction of the relationships between the dependent variable and independent variables. Correlation coefficients were the statistical method utilized to explore the five variables: communication factors, donor funding factors, strategic planning, and strategy monitoring and evaluation on strategy implementation

Table 4.9: Correlation

		Strategy implementation	communication factors	donor funding factors	strategic planning	strategy monitoring and evaluation
Strategy implementation	R	1				
	P value	1				
communication factors	R	.521**	1			
	P value	0.000				
donor funding factors	R	.412**	0.131	1		
	P value	0.000	0.127			
strategic planning	R	.397**	.499**	0.015	1	
	P value	0.000	0.000	0.864		
strategy monitoring and evaluation	R	.529**	.216*	.334**	0.165	1
	P value	0.000	0.011	0	0.054	
** Correlation is significant at the 0.01 level (2-tailed).						
* Correlation is significant at the 0.05 level (2-tailed).						

The findings revealed that communication factors have positively and significantly correlation influence with Strategy implementation ($r = 0.521$ $p < 0.01$). Further, donor funding factors have positively and significantly correlation influence with Strategy implementation ($r = 0.412$, $p < 0.01$). Similarly, strategic planning has positively and significantly correlation

influence with Strategy implementation ($r = 0.397$ $\rho < 0.01$) and strategy monitoring and evaluation has positively and significantly correlation influence with Strategy implementation ($r = 0.529$, $\rho < 0.01$). These findings imply that communication factors, donor funding factors, strategic planning, and strategy monitoring and evaluation are expected to influence on strategy implementation.

4.6.2 Model summary

Table 4.10 illustrates the model summary of the multiple regression model.

Table 4.10 Model summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.725a	0.526	0.511	0.4646

a Predictors: (Constant), communication factors, donor funding factors, strategic planning, and strategy monitoring and evaluation

The results in table 4.10 showed that all the four predictors (communication factors, donor funding factors, strategic planning, and strategy monitoring and evaluation) explained 52.6 per cent variation on strategy implementation ($R^2 = 0.526$).

4.6.3 ANOVA Model

The research findings in Table 4.11 illustrates the results of the ANOVA model.

Table 4.11 ANOVA Model

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	31.327	4	7.832	30.714	.000b
Residual	28.277	111	0.255		
Total	59.604	115			

a Dependent Variable strategy implementation

b Predictors: (Constant), communication factors, donor funding factors, strategic planning, and strategy monitoring and evaluation

From the results, the above-discussed coefficient of determination was significant as evidenced in the F ratio of 30.714 with p-value $0.000 < 0.05$ (level of significance). Therefore, the model was fit to predict strategy implementation using communication factors, donor funding factors, strategic planning, and strategy monitoring and evaluation.

4.6.4 Coefficients of Estimate

The study sought to establish the significance levels of the relationship between the study variables. Table 4.12 highlights the results.

Table 4.12 Coefficients of Estimate

	Unstandardized Coefficients			Standardized Coefficients	
	B	Std. Error	Beta	t	Sig.
(Constant)	-1.354	0.509		-2.662	0.009
Communication Factors	0.444	0.096	0.327	4.633	0
Donor Funding Factors	0.281	0.072	0.251	3.915	0
Strategic Planning	0.337	0.136	0.173	2.477	0.015
Strategy Monitoring And Evaluation	0.329	0.062	0.345	5.292	0
a Dependent Variable: strategy implementation					

Research findings from Table 4.12 showed that Communication Factors had coefficients of the estimate which was significant, basing on $\beta_1 = 0.327$ (p-value = 0.009 which is less than $\alpha = 0.05$). Therefore, an increase in Communication

Factors by one-unit results in an increase in strategy implementation by 0.327 units. Furthermore, the influence of Communication Factors was reiterated by the t-test value = 4.633, which implied that the standard error associated with the parameter is more than the effect of the parameter.

From Table 4.12, Donor Funding Factors had coefficients that was significant, basing on $\beta_2 = 0.251$ (p-value = 0.000 which is less than $\alpha = 0.05$). Therefore, for each unit increase in Donor Funding Factors, there is up to 0.251-units increase in strategy implementation. Moreover, the influence Donor Funding Factors was tested by the t-test value of 3.915 which implied that the influence Donor Funding Factors surpasses that of the error.

Furthermore, the findings showed that Strategic Planning had coefficients of the estimate which was significant, basing on $\beta_3 = 0.173$ (p-value = 0.015 which is less than $\alpha = 0.05$). This suggests that there is up to 0.173-unit increase in strategy implementation for each unit increase in technological integration capability. The influence of Strategic Planning was twice the influence attributed to the error, which was indicated by the t-test value = 2.477.

Finally, Strategy Monitoring and Evaluation had coefficients of the estimate which was significant, basing on $\beta_4 = 0.345$ (p-value = 0.00 which is less than $\alpha = 0.05$). This suggests that there is up to 0.345-unit increase in strategy implementation for each unit increase in Strategy Monitoring and Evaluation. The influence of Strategy Monitoring and Evaluation was 5 times the influence attributed to the error, as indicated by the t-test value = 5.292.

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section provides a discussion on the thesis summary based on the earlier established research questions. It further discusses major findings, conclusions and eventually provides directions in the form of recommendations.

5.2 Summary

Findings from the inferential statistics show that there was a positive and significant relationship between the independent variables of the study namely determine how communication factors, donor funding factors, strategic planning, and strategy monitoring and evaluation influence strategy implementation in the humanitarian organization: a case of United Nations Environment Programmes Nairobi. From the findings, the overall model obtained was expressed as follows:-

$$Y = -1.354 + 0.444X_1 + 0.281X_2 + 0.337X_3 + 0.329X_4$$

These were supported by beta coefficients of 0.444, 0.281, 0.337 and 0.329 respectively. These results showed that a change in either of the variables would definitely lead to a positive influence strategy implementation in the humanitarian organization: a case of United Nations Environment Programmes Nairobi. Another finding of the study also rejects the null hypothesis (H_0) that communication factors, donor funding factors, strategic planning, and strategy monitoring and evaluation had no significant influence on strategy implementation in the humanitarian organization: a case of United Nations Environment Programmes Nairobi and instead accepts the alternative hypothesis (H_a) which had significant influence on strategy implementation in the humanitarian organization: a case of United Nations Environment Programmes Nairobi. The study has also made a great contribution to the existing theory and knowledge to humanity. Finally, the results indicated that the overall model was satisfactory as it is supported by the coefficient of determination also known as the R-square of 0.526. This means that 52.6% of the strategy implementation in the humanitarian organization: a case of United Nations Environment Programmes Nairobi. is explained by the independent variables of the study.

5.2.1 Communication factors and strategy implementation in the humanitarian organization

From the inferential findings, there was a positive significant relationship between the independent variable (Communication factors) and the dependent variable (strategy implementation in the humanitarian organization. According to the study 52.1% influence on strategy implementation in the humanitarian organization: a case of United Nations Environment Programmes Nairobi is explained by Communication factors. The coefficient for Communication factors rejects the null hypothesis and accepts the alternative hypothesis and concludes that Communication factors have a positive significant influence on strategy implementation in the humanitarian organization: a case of United Nations Environment Programmes Nairobi.

5.2.2 Donor funding factors and strategy implementation in the humanitarian organization

From the inferential findings, there was a positive significant relationship between the independent variable (Donor funding factors) and the dependent variable (strategy implementation in the humanitarian organization. According to the study 41.2% influence on strategy implementation in the humanitarian organization: a case of United Nations Environment Programmes Nairobi is explained by Donor funding factors. The coefficient for Donor funding factors rejects the null hypothesis and accepts the alternative hypothesis and concludes that Donor funding factors have a positive significant influence on strategy implementation in the humanitarian organization: a case of United Nations Environment Programmes Nairobi.

5.2.3 Strategic planning, and strategy implementation in the humanitarian organization

From the inferential findings, there was a positive significant relationship between the independent variable (Strategic planning) and the dependent variable (strategy implementation in the humanitarian organization. According to the study 39.4% influence on strategy implementation in the humanitarian organization: a case of United Nations Environment Programmes Nairobi is explained by Strategic planning. The coefficient for Strategic planning factors rejects the null hypothesis and accepts the alternative hypothesis and concludes that Strategic planning factors have a positive significant influence on strategy implementation in the humanitarian organization: a case of United Nations Environment Programmes Nairobi.

5.2.4 Strategy monitoring and evaluation and strategy implementation in the humanitarian organization

From the inferential findings, there was a positive significant relationship between the independent variable (Strategy monitoring and evaluation) and the dependent variable (strategy implementation in the humanitarian organization. According to the study 52.9% influence on strategy implementation in the humanitarian organization: a case of United Nations Environment Programmes Nairobi is explained by Strategy monitoring and evaluation. The coefficient for Strategy monitoring and evaluation rejects the null hypothesis and accepts the alternative hypothesis and concludes that Strategy monitoring and evaluation has a positive significant influence on strategy implementation in the humanitarian organization: a case of United Nations Environment Programmes Nairobi.

5.3 Conclusion of the Study

Based on the findings of the study, it can be concluded that there was a significant positive relationship between determinant factors that influence strategy implementation in the humanitarian organization: a case of United Nations Environment Programmes Nairobi. The findings show that communication can influence strategy implementation in the humanitarian organization: a case of United Nations Environment Programmes Nairobi. The study concludes that communication is an important factor in all organizations. On comparison based on the type of organization, communication is an important factor that influences strategy implementation in humanitarian organizations.

5.4 Recommendation

5.4.1 Communication on Strategy Implementation in the Humanitarian organisation

The study recommends policy development on communication regarding strategy implementation humanitarian organization: a case of United Nations Environment Programmes Nairobi. The study recommends an evaluation of the communication strategies currently used by humanitarian organizations; if these are not yet in place, it is recommended that the organizations develop specific communication strategies that will directly contribute to improved strategy implementation for the humanitarian sector.

5.4.2 Strategic Planning on Strategy Implementation in the Humanitarian organisation

The study recommends a continuous review of strategic planning; with significant output results from the study, reinforcing the strategic planning factors within the organization will further contribute to strategy implementation. Further, there is a need for policy stipulation to ensure that developed strategies are implemented to the letter in humanitarian organizations.

5.4.3 Donor funding factors and strategy implementation in the humanitarian organization

The study recommends Donation give more funds for ICT systems to enhance efficiency and effectiveness of these organizations to improve the Strategy implementation process. Staff in humanitarian organizations should be adequately trained to enhance Strategy implementation process. Donor funding should be on time to enable the Strategy implementation process. activities effective and efficiency. Also, there should be a strong internal control mechanism to monitor activities supported by donor funding to avoid funds embezzlements

5.4.4 Strategy monitoring and evaluation and strategy implementation in the humanitarian organization

Finally, with respect to strategy monitoring and evaluation, it was recommended that the humanitarian organization should adopt a proactive control mechanism that anticipates and takes prior measures to mitigate any changes that can have an adverse effect of the implementation process. The humanitarian organization should also promote accountability in establishing a quality control mechanism. Moreover, the humanitarian organization should instil a culture of integrity and transparency to improve on the control mechanism. The study also revealed that an effective communication system is essential as a result it was recommended that the humanitarian organization improves its communication system to ensure that employee understands not only their vision and mission statement but also their duties and responsibility that will ensure control intervention in the implementation process.

5.5 Area of Further Studies

The study was a case study. Therefore, studies in other related organizations would help develop stronger empirical evidence of the determinant factors that influence strategy implementation in the humanitarian organization with more focus on other related areas.

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