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Abstract

Non-Governmental Organizations (NGOs) play a crucial role in addressing various social, economic, and environmental issues in Nairobi City County, Kenya. However, their efforts are often hindered by a range of challenges that impede their effectiveness and sustainability. Thus, this research examined how strategy implementation practices affect service delivery within the National Council for NGOs in Nairobi City County, focusing on the roles of staffing levels, financial resources, organizational structure, and cultural practices in shaping strategic execution. The study applied resource-based view, institutional, contingency, and cultural dimensions theories as theoretical anchors. Using a descriptive research design, data was collected from all 90 council employees comprising 25 senior managers and 65 middle-level managers through a full census approach. Instrument validity was confirmed through content validation checks, and reliability was established through Cronbach's Alpha testing. Research findings were analyzed using descriptive and inferential statistics and presented in tables and figures. The study's findings provide valuable insights to various stakeholders including NGO management and leadership, government officials, policy makers, employees, donors, community members, and researchers. Findings indicated that service delivery at the National Council for NGOs in Nairobi was positively influenced by staffing levels, financial resources, organizational structure, and cultural practices. The study confirmed that adequate staffing directly supports prompt and effective service provision, while sufficient financial resources enable the Council to expand operational capacity, reach more beneficiaries, and provide comprehensive services. Clear organizational structure delineates roles and responsibilities, ensuring members understand their specific duties, while cultural practices facilitate partnerships with local leaders and community groups, enhancing collaboration and resource sharing. The research recommends that NGOs should assess whether current staffing levels meet service delivery requirements and conduct continuous capacity-building exercises for staff and stakeholders in financial management, budgeting, and reporting. NGOs should clarify roles and responsibilities within organizational structures to ensure effective management and decision-making while developing comprehensive policies regulating organizational operations, including conflict resolution, transparency, and ethical standards. Additionally, NGOs should implement cultural awareness programs to enhance staff understanding of cultural diversity, enabling more effective engagement with diverse communities and improved service delivery outcomes.

Keywords: *Strategy Implementation Practices, Service Delivery, Non-Governmental Organizations, Nairobi City County, Kenya*

1.0 Background of the Study

Service delivery improvement serves as a primary catalyst for organizational transformation, driven by the recognition that customer satisfaction fundamentally depends on effective service provision (Chen & Graddy, 2020). This relationship directly influences customer loyalty and organizational competitive positioning in the marketplace. Organizations actively engage in strategic planning and change management initiatives to enhance service quality, speed, and responsiveness to client needs (Paparozzi & Gendreau, 2022). These efforts not only create superior customer experiences but also establish foundations for organizational sustainability and future growth. The interconnection between service delivery excellence and organizational success has become increasingly evident across various sectors. Effective strategy execution plays a central role in enhancing service quality through coordinated team efforts that streamline operations and align activities with organizational objectives (Khayota, 2019). The relationship between strategy implementation practices and service delivery represents a cornerstone for achieving organizational goals while satisfying stakeholder expectations (Mitchell, 2023). Organizations must establish comprehensive performance metrics that simultaneously assess strategic progress and service outcomes to ensure implementation success. This dual focus enables organizations to maintain strategic direction while monitoring the practical impact of their efforts on service recipients.

Global examples demonstrate how NGOs have successfully improved service delivery through strategic initiatives across different contexts and challenges. In Brazil, environmental NGOs have leveraged satellite imagery and data collection technologies to monitor deforestation and engage communities in conservation efforts (Macinko, Almeida, Oliveira & Klingelhofer, 2019). This technological integration has enhanced the effectiveness of conservation activities by providing precise, current data that informs resource allocation decisions, campaign targeting, and strategic timing (Yamauti, Barreto, Barberato-Filho & Lopes, 2020). Similarly, Ugandan NGOs focused on agricultural development have implemented comprehensive training programs that teach farmers essential skills in soil health, crop rotation, pest management, and water conservation, creating sustainable farming practices that contribute to national development (Mirembe, 2021).

Kenya faces persistent developmental challenges including poverty, health disparities, and unequal educational access, prompting NGOs to align their strategies and resources with specific community needs to maximize impact (Nzioki, Ntale & Ngui, 2018). Kenyan NGOs have demonstrated effectiveness through data-driven approaches, community engagement initiatives, strategic partnerships, and robust monitoring and evaluation systems (Mutambuki, 2023). These organizations address multifaceted community issues through coordinated efforts that combine direct service provision, capacity building, advocacy, and partnerships with local communities and stakeholders (Akama & Kieti, 2018). Success in this context requires optimization of internal resources including funding, skilled personnel, and technology to sustain and expand service delivery capabilities (Kinyua & Ochieng, 2015).

Strategy implementation encompasses the collection of actions, routines, and procedures organizations employ to execute their strategic plans effectively (Johnson & Wanjala, 2020). This process requires clear communication throughout the organization and ensuring all departments understand their specific roles in achieving established goals (Candido & Santos, 2021). The four key strategy implementation practices examined in this context include staffing levels, financial resources, organizational structure, and cultural practices. Adequate staffing ensures sufficient

personnel to meet client needs promptly and effectively (Woo, Chan, Sum, Wong & Chui, 2018), while balanced staffing distribution prevents employee burnout and maintains high morale (Diao & Heching, 2021). Financial resources determine organizational capacity for resource allocation across departments and projects (Cortis & Lee, 2019), enabling investment in support systems and feedback mechanisms that enhance service delivery (Koelble & Lipuma, 2020).

The National Council for NGOs in Nairobi City County operates under the 1990 Coordination Act as both regulator and advisor to registered organizations, ensuring legal compliance while strengthening civil society through operational support. The Council registers NGOs, ensures legal framework compliance, conducts policy advocacy, and organizes capacity-building workshops. Current statistics indicate strong performance across key indicators: 85% of registered NGOs undergo annual financial audits, 75% effectively utilize over 90% of donor funds for project implementation, and 70% achieve at least 80% of project goals within established timeframes. This context provides a compelling rationale for investigating how strategy implementation practices influence service delivery outcomes, as understanding these relationships can inform policy decisions, improve organizational effectiveness, and ultimately enhance the impact of NGO services on Kenyan communities.

1.1 Statement of the Problem

In Nairobi City County, NGOs are key providers of vital services. Yet, their impact is often limited by persistent challenges that weaken service delivery. A survey conducted in 2022 revealed that 45% of respondents reported inadequate access to healthcare services provided by NGOs. Just 35% of patients were satisfied with healthcare from NGO-linked facilities, revealing major service gaps. In 2023, 25% of children qualified for NGO education aid remained unenrolled. The dropout rate among children supported by NGOs was found to be 15%, primarily due to inadequate resources and support systems. Approximately 40% of households in informal settlements reported that they do not have reliable access to clean water provided by NGOs. A study indicated that only 30% of the sanitation facilities established by NGOs met the minimum health standards, leading to public health concerns.

Several studies have explored how strategy implementation affects service delivery. Kiprotich and Moronge (2018) examined this link in Kenya's public sector, finding leadership to be a key factor. However, their focus on the Ministry of Labour introduced both contextual and conceptual gaps compared to the present study. Owuor (2020) assessed strategy execution in Siaya County, concluding that monitoring and evaluation strongly shaped service outcomes though the study centered solely on that aspect. Mutambuki (2023) looked into water works development agencies, identifying resource shortages, vague evaluation standards, and undertrained staff as major obstacles. Yet, the scope was limited to WWDAs. In contrast, the current research investigated how strategy implementation practices influence service delivery within the National Council for NGOs in Nairobi City County.

1.2 Objectives of the Study

- i. To assess the influence of staffing level on service delivery in national council for NGOs in Nairobi City County, Kenya.
- ii. To determine the influence of finances on service delivery in national council for NGOs in Nairobi City County, Kenya.

- iii. To establish the influence of organizational structure on service delivery in national council for NGOs in Nairobi City County, Kenya.
- iv. To assess the influence of cultural practices on service delivery in national council NGOs in Nairobi City County, Kenya.

2.0 Literature Review

The chapter presented theoretical and empirical analyses, highlighted gaps in existing literature, reviewed major studies, and laid out the conceptual framework.

2.1 Theoretical Review

The study was anchored by four key theories that provided theoretical grounding for understanding how strategy implementation practices influence service delivery: Resource-Based View Theory, Institutional Theory, Contingency Theory, and Cultural Dimensions Model. These theories collectively offered frameworks for examining the relationships between staffing levels, financial resources, organizational structure, cultural practices, and service delivery outcomes at the National Council for NGOs in Nairobi City County. Resource-Based View (RBV) Theory was developed by Penrose in 1959 and later advanced by Barney in 1991, becoming a key strategic lens in the 1980s. The theory states that organizational success relies heavily on internal resources that can be classified into tangible assets like financial capital and technological infrastructure, as well as intangible assets such as organizational culture, knowledge, and reputation (Penrose, 1959). The theory indicates that a resource must be valuable, rare, inimitable, and non-substitutable to sustain competitive advantage (Barney, 1991). The theory emphasizes that organizations should focus on developing and leveraging their unique internal capabilities to achieve superior performance. The theory was relevant to the current study to inform variables of staffing levels and financial resources. This is because the theory enables focused assessment of key resources like funding, personnel, technology, and structure accessible to NGOs. The theory assists in determining whether these resources are rare in the sector, difficult for competitors to imitate, and whether they provide competitive advantages in strategy implementation. The theory highlights NGOs' strengths drawn from unique assets like skilled personnel, specialized expertise, and strong community ties that are not easily replicated. Hence the theory persuades NGOs to examine their existing resources and nurture them with sound strategies that ensure they have the capacity to meet the evolving needs of Nairobi's communities.

Institutional theory was developed by DiMaggio and Powell in 1983, building on earlier organizational frameworks to explain NGO behavior. The theory states that organizational structure is shaped by external pressures through what they termed "the paradoxes of modern institutions" (DiMaggio & Powell, 1983). The theory indicates that organizations adopt and model themselves on prevailing institutionalized definitions and other organizations which they perceive to be legitimate or successful (DiMaggio & Powell, 1983). The theory was further expanded by Scott (1995) who added that legitimate behavior depends on regulatory, normative, and cultural-cognitive rules and resources as institutional pillars. The theory was relevant to the current study to inform the organizational structure variable. This is because the theory explains how external institutional factors influence resource allocation and strategy implementation within organizations. The theory demonstrates how regulatory settings, government policies, and donor expectations influence resource and labor allocation in non-governmental organizations. The theory shows how norm-related pressures from broader society and cultural-cognitive factors in

the NGO sector influence how organizations encounter resource difficulties and achieve successful strategy realization. Hence the theory provides a suitable framework for investigating how external institutional factors shape internal organizational arrangements and practices at the National Council for NGOs.

Contingency theory was developed by Donaldson in 1961 and later refined by Lawrence and Lorsch in 1967. The theory states that management strategies must align with specific organizational contexts, rejecting one-size-fits-all approaches (Donaldson, 1961). The theory indicates that organizational structures and practices must align with the specific circumstances each organization encounters (Lawrence & Lorsch, 1967). The theory emphasizes that internal organizational routines, arrangements, and policies must harmonize with both external and internal factors unique to each organization. The theory was relevant to the current study to inform the organizational structure variable. This is because the theory asserts that no single approach suits all organizations, with effectiveness depending on specific situational factors. The theory means that service delivery strategies cannot be uniform but must reflect local community characteristics, regulatory environments, and diverse stakeholder challenges and needs. The theory enables the Council to better assess external and internal factors influencing operations, allowing for more adaptive and responsive service delivery models. Hence the theory supports the need for flexibility in organizational structures, particularly important in Nairobi's dynamic environment where socio-economic conditions, political landscapes, and community needs can shift rapidly.

Cultural dimensions model was developed by Geert Hofstede in 1980, identifying key dimensions that describe cultural differences and their impact on communication, behavior, and workplace dynamics. The theory states that six cultural dimensions guide organizations in managing global cultural differences: power distance, individualism-collectivism, masculinity-femininity, uncertainty avoidance, long-term orientation, and indulgence-restraint (Hofstede, 1980). The theory indicates that cultural intelligence in leadership enhances global negotiation strategies through deeper understanding of cultural dimensions (Pryor, 1997). The theory emphasizes that context and relationships play significant roles in understanding cultural differences, though some critics argue the dimensions oversimplify cultural behaviors and values (Hampden-Turner, 2006). The theory was relevant to the current study to inform the cultural practices variable. This is because the theory offers insight into how cultural diversity shapes service delivery at the National Council for NGOs in Nairobi. The theory helps examine values tied to staff behavior, communication styles, and service expectations among stakeholders including NGOs, community leaders, and beneficiaries. The theory enables NGOs to tailor services to better fit local needs by applying dimensions like uncertainty avoidance and individualism-collectivism, enhancing collaboration and community engagement. Hence the theory facilitates staff training and development that prepares personnel to navigate multicultural environments effectively, clarifying how cultural practices influence organizational performance and service delivery outcomes.

2.2 Empirical Review

Research on staffing levels and strategy implementation demonstrates consistent positive relationships across different contexts. Chen and Huang (2019) explored staffing and technical skills in Chinese SMEs, finding that higher staffing levels strongly drive successful strategy implementation while technical competence emerged as essential for implementation success. Hitt, Ireland, and Lee (2016) examined multinational enterprises across multiple countries, revealing strong relationships between increased staffing levels and strategy implementation

accomplishment, with technical expertise serving as a key collaborative element. In Nigeria, Amankwah-Amoah (2016) conducted qualitative case studies in non-profit organizations, demonstrating strong links between staffing, technical expertise, and strategy execution while emphasizing context-driven approaches due to unique socio-economic conditions. Waweru and Muriuki (2018) studied Kenyan manufacturing sectors, finding that combining adequate staffing with strong technical skills improves implementation effectiveness while stressing the need for strategies tailored to local conditions and Kenya-specific challenges.

Financial resource studies across different regions consistently show positive relationships between funding levels and strategy implementation effectiveness. Young et al. (2016) examined organizations in Europe and North America, confirming positive connections between funding levels, funding commitments, and strategy implementation while highlighting financial resources as crucial but insufficient to address all implementation challenges. Gupta and Singh (2018) conducted quantitative studies in the U.S. and Asia, revealing that well-funded organizations implemented strategies more effectively with greater resilience and adaptability. Nzomo and Kamau (2019) studied East African NGOs, concluding that financial reserves greatly impacted positive strategy realization while addressing gaps in understanding how regional political and economic shifts affect financial influence. Nyambura and Opiyo (2020) focused specifically on Kenyan NGOs, identifying positive associations between funding levels and strategy execution while finding that funding flexibility and predictability emerged as crucial factors for implementation success.

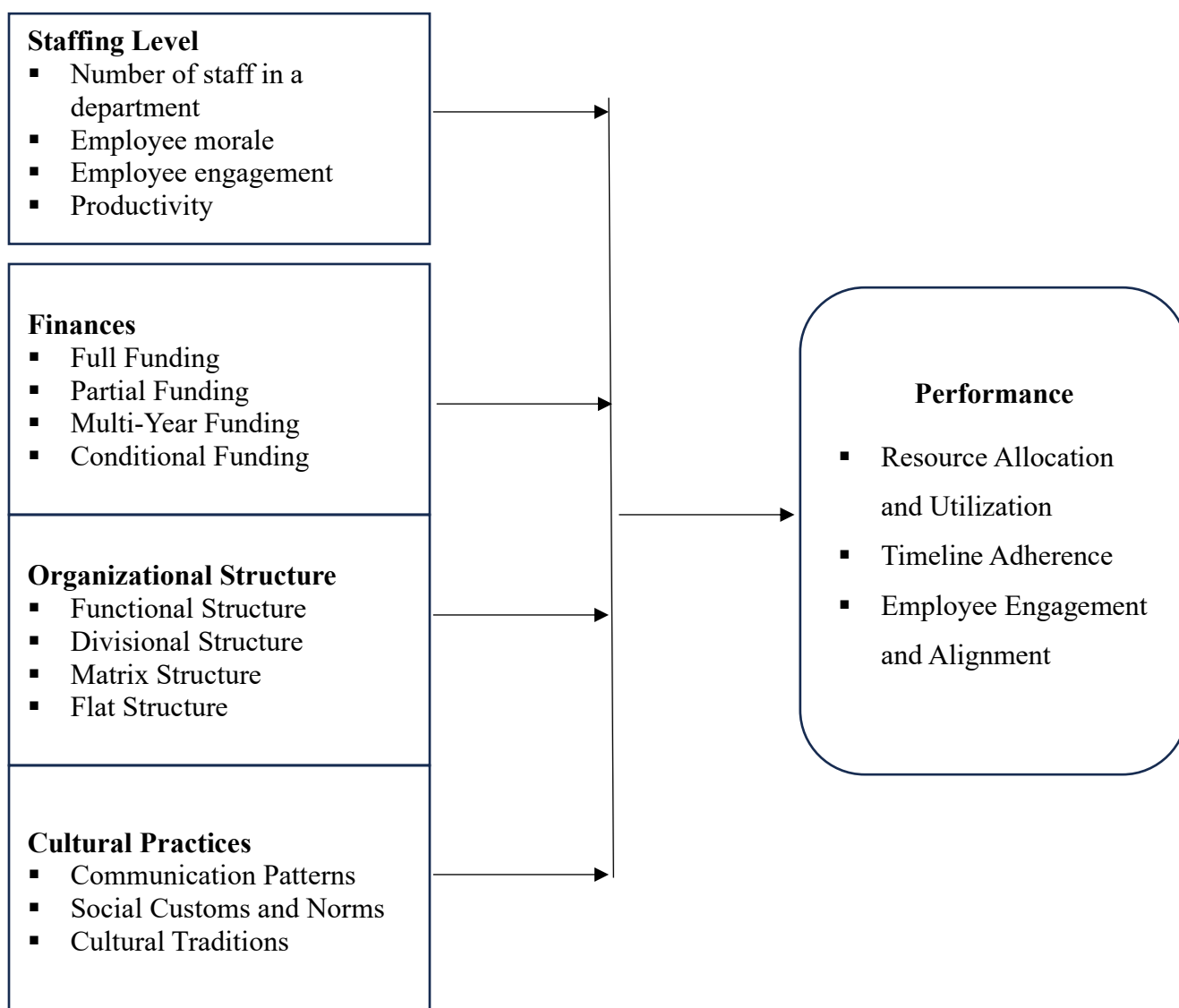
Research on organizational structure reveals varying impacts depending on structural types and contexts. Mintzberg (2020) examined different structural types including entrepreneurial, machine, professional, and divisional structures across multiple countries, finding that different structures led to varying degrees of strategy implementation success. Lawrence and Lorsch (2017) studied complex organizations globally, discovering that balancing specialization with coordination is key to effective strategy execution. Ofori (2022) focused on Ghanaian construction firms, finding that increased decentralization strengthened the link between structure and successful strategy execution. Kamau and Gatugi (2015) examined Kenyan NGOs specifically, discovering that flexible, participatory structures enhanced implementation success while revealing gaps in understanding how external partners like donors and government agencies influence the structure-implementation relationship.

Cultural dimension research demonstrates significant influence on organizational behavior and strategy implementation across different national contexts. Hofstede (2018) introduced key cultural dimensions including power distance, individualism versus collectivism, masculinity versus femininity, uncertainty avoidance, and time orientation to explain cross-cultural differences across multiple countries, revealing cultural variations that significantly impact strategy implementation approaches. Chris et al. (2019) analyzed multinational firms globally, finding that national cultural traits deeply influenced strategic decisions and implementation stages in multinational corporations. Ofori and Aryeetey (2021) studied organizational behavior in Ghana, examining how collectiveness, hierarchy, and communication types influence organizations while emphasizing the need for firms to embed cultural norms within strategies. Mwangi and Ikiara (2019) explored Kenyan corporations, focusing on leadership, teamwork, and communication patterns while concluding that culture plays a key role in shaping organizational results, though gaps remained regarding NGO-specific cultural implementation dynamics.

2.3 Conceptual Framework

Mugenda and Mugenda (2003) describe a conceptual framework as a visual or written map of anticipated variable relationships, reflecting the researcher's expectations and possible interactions. The conceptual framework for this study illustrating the relationships between strategy implementation practices (staffing level, finances, organizational structure, and cultural practices) and service delivery is presented in Figure 1.

Figure 1: Conceptual Framework



3.0 Research Methodology

This study employed a descriptive research design to investigate how strategy implementation practices influence service delivery at the National Council for NGOs in Nairobi City County. The research utilized a census approach, including all 90 staff members (25 senior managers and 65 middle-level managers) as the target population. Data collection was conducted through self-administered structured questionnaires, with sections aligned to each study objective covering staffing levels, financial resources, organizational structure, and cultural practices. The research instruments demonstrated strong reliability with Cronbach's alpha coefficients ranging from 0.709 to 0.794 across variables, and an aggregate reliability score of 0.767, exceeding the acceptable threshold of 0.7. Data analysis was conducted using SPSS v26.0, employing both descriptive statistics (means and standard deviations) and inferential methods through multiple regression analysis. The study followed a regression model examining the relationship between the four independent variables and service delivery as the dependent variable. Ethical considerations were thoroughly addressed through approvals from NACOSTI and Kenyatta University, with participant confidentiality maintained throughout the process. The methodology included diagnostic checks for linearity, normality, and multicollinearity to ensure statistical validity, while Pearson's correlation coefficients were used to determine linear associations between constructs.

4.0 Research Findings and Discussion

This chapter outlines field data collected via questionnaires, analyzed through descriptive and inferential methods, with results shown in tables and figures.

4.1 Response Rate

Table 1 presents the response rate, derived from the ratio of questionnaires issued per respondent group.

Table 1: Response Rate

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

Table 1 indicates a 94.4% response rate, which far exceeds the 50% threshold deemed acceptable by Mugenda and Mugenda (2003), making it adequate for drawing conclusions and generalizing findings.

4.2 Respondents' Background Information

Demographic data gender, age, education, and experience were collected, with findings presented below. Figure 2 displays the gender distribution of respondents in the study.

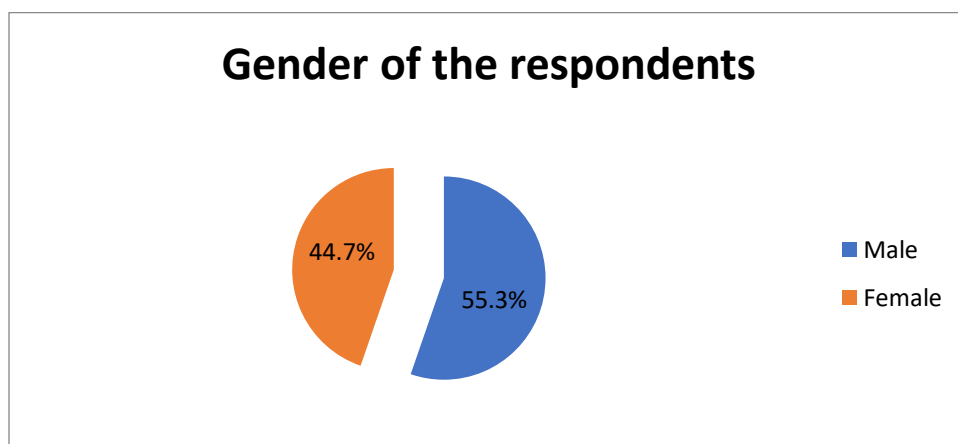


Figure 2: Gender

Figure 2 shows males made up 55.3% of respondents, while females accounted for 44.7%, reflecting balanced gender participation. Table 2 outlines participants' age breakdown.

Table 2: Respondents' Age

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

Table 2 shows most respondents (37.6%) were aged 40–49, followed by 30–39 (29.4%), 50+ (22.4%), and under 30 (10.6%), indicating broad age group participation. Figure 3 illustrates respondents' education levels as captured in the study.

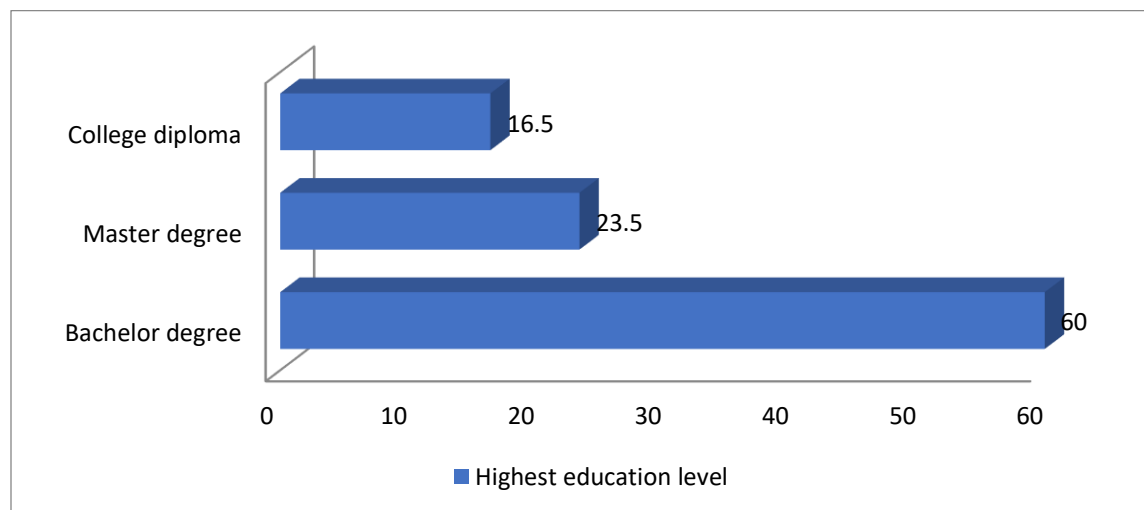


Figure 3: Highest Education Level

Figure 3 shows most respondents (60.0%) held bachelor's degrees, 23.5% had master's, and 16.5% held diplomas the smallest portion. This suggests most participants were academically equipped for their roles. Table 3 presents the length of respondents' employment as recorded in the survey.

Table 3: Job Experience

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

Table 3 indicates that 35.3% had served 8–12 years, 29.4% for 13–19 years, 21.2% exceeded 20 years, while 14.1% had less than 7 years. This reflects diverse experience levels relevant to their roles.

4.3 Descriptive Statistics Results

The study applied descriptive analysis using mean (M) and standard deviation (SD), with results tabulated. Responses spanned a scale from 1 (Strongly Disagree) to 5 (Strongly Agree). The initial objective explored how staffing levels influence service delivery at the National Council for NGOs in Nairobi County. Descriptive statistics are presented in Table 4.

Table 4: Staffing Level

Statements	SD (%)	D (%)	N (%)	A (%)	SA (%)	M	St. dev
Knowing the technical details guarantees that operations are performed regularly, check with the set standards, and result in a customer's happiness.	5.3	4.0	2.5	34.1	54.1	4.15	0.849
Technical knowledge allow the employees to properly analyze the customers' data which will be useful in providing customer-oriented services.	11.8	7.1	0	28.2	52.9	3.97	1.028
Change and flexibility in a Continuous learning and adaptability scheme will make the employees be in step with the latest industry trends, technologies, and the newest set of standards.	0	0	0	41.2	58.8	4.62	0.377
Continuous learning and adaptability also means that employees can choose from different types of learning such as online or self-study and can learn at their own pace	18.8	10.6	5.9	22.4	42.3	4.11	0.890
Cross-functional skills lead to better communication between different teams	3.5	2.4	1.2	32.9	60	4.37	0.629
Employee having cross-functional skills can consider the problem from different angles	7.1	7.1	0	32.9	52.9	3.99	1.010
Aggregate score	7.8	5.2	1.6	31.9	53.5	4.20	0.797

Table 4 highlights general agreement among respondents on the importance of staffing levels in service delivery at the National Council for NGOs, Nairobi. A mean score of 4.20 reflects favorable views, while the low 0.797 standard deviation signals minimal variation in responses. Furthermore, 85.5% of the survey participants recognized the connection between staff and efficient service

delivery, which implies that the majority of them are on the same page when it comes to the difficulties that the NGOs have with the lack of staff. On the other hand, the small percentages of neutral (1.6%) and disagreeing (14.9%) respondents suggest a minority viewpoint or possible lack of awareness about staffing implications. The findings suggest that prioritizing staffing enhancements could significantly improve service delivery outcomes for the National Council for NGOs, providing a basis for advocating increased resources and support. The findings agree with Chen and Huang (2019), research on the relationship between staffing levels, staff technical capacity, and strategy implementation in SMEs in China was examined. The findings highlighted a positive correlation between higher staffing levels and successful strategy implementation, emphasizing the importance of having an adequate workforce. The second objective examined how financial resources affect service delivery within the National Council for NGOs in Nairobi County. Table 5 presents the descriptive statistics.

Table 5: Finances

Statements	SD (%)	D (%)	N (%)	A (%)	SA (%)	M	St. dev
Full funding allows organizations to invest in high-quality resources, training, and technology, leading to better service outcomes	7.1	3.5	0	36.5	52.9	4.52	0.488
Reliable funding ensures financial stability, minimizing chances of abrupt budget cuts or service disruptions.	10.6	4.7	2.4	25.9	56.4	3.68	1.327
Partial funding facilitate collaborations with other organizations, government agencies, and community stakeholders, leading to more comprehensive service delivery	15.3	5.9	0	27.1	51.7	3.57	1.43
Partial funding enables organizations to respond effectively to the specific needs of the communities they serve, leading to greater overall impact	4.7	11.8	3.5	18.8	61.2	4.26	0.74
Adequate financial resources allow organizations to invest in modern technology and infrastructure, which can streamline operations and improve service delivery	3.5	5.9	0	30.6	60	4.56	0.439
With adequate funding, organizations can support staff training to enhance service quality.	0	2.4	0	28.2	69.4	4.65	0.349
Aggregate score	6.9	5.7	0.9	27.9	58.6	4.21	0.796

Table 5 shows broad agreement on the role of financial resources in enhancing NGO services in Nairobi. The 4.21 mean and 0.796 standard deviation indicate uniform respondent opinions. Most

(86.5%) affirmed the need for sufficient funding, while only 12.6% disagreed and 0.9% remained neutral indicating minimal opposition. These findings align with Gupta and Singh (2018), whose study across U.S. and Asian non-profits linked higher funding to better strategy execution and increased organizational flexibility. The third objective assessed how organizational structure affects service delivery at the National Council for NGOs, with Table 6 showing the summary results.

Table 6: Organizational Structure

Statements	SD (%)	D (%)	N (%)	A (%)	SA (%)	M	St. dev
A functional structure clarifies the decision-making process through simplified command chains, which can facilitate quicker decision-making	8.2	3.5	0	37.6	50.7	3.91	1.089
Through functional structures, companies can pinpoint and track the performance of each department on various aspects by setting measurable goals and targets.	17.4	10.6	3.7	27.1	41.2	4.36	0.638
Divisional structures give the members of a team the opportunity to deepen their expertise and skills pertaining to the market/product they are working on, thus, the quality of service delivery increases.	3.5	12.9	0	31.8	51.8	4.55	0.447
Divisional structures typically result in less misunderstandings and thereby easier coordination between different departments as communication channels become more explicit and easier to access.	4.7	8.2	5.9	34.1	47.1	4.29	0.709
The matrix organization is more flexible and better equipped to handle change in market requirement or customer needs, thus adaptation becomes quicker.	20	15.2	7.1	21.2	36.5	3.84	1.158
Moreover, the matrix organization structure facilitates customized product development that precisely talks to the needs of the particular customer segment resulting in the improvement of the overall customer service quality.	12.9	9.4	0	25.9	51.8	4.53	0.470
Aggregate score	11.1	10	2.8	29.6	46.5	4.25	0.752

Table 6 shows broad agreement among respondents on how organizational structure affects service flow at the National Council for NGOs in Nairobi. A mean of 4.25 and SD of 0.752 reflect strong agreement 76.1% supported, 2.8% were neutral, while 21.1% opposed. The finding indicates a

clear perception among the majority of participants that a well-defined organizational structure is essential for optimizing service delivery in the context of NGOs. The findings are in line with Mintzberg (2020) who confirmed that having the right organizational structure and enables implementation of strategy and service delivery. The findings indicated that different structures led to varying degrees of success in strategy implementation. The fourth objective explored how cultural practices impact service delivery at the National Council for NGOs in Nairobi County. Table 7 presents the descriptive data.

Table 7: Cultural Practices

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

Table 7 shows respondents largely agreed on the role of cultural practices in shaping service delivery at the National Council for NGOs in Nairobi. The mean score was 4.09, with a standard deviation of 0.908. Agreement stood at 88.1%, neutrality at 2.9%, and disagreement at 9.0%. These

findings emphasize the need for NGOs to incorporate cultural awareness into their models to enhance effectiveness and responsiveness to community needs, while also pointing to opportunities for further research on integrating cultural practices into strategic planning. The results concur with the conclusions of Ofori and Aryeetey (2021) who have undertaken a research study to analyze the impact of culture on organizational behavior in Ghana and recognized the importance of comprehending and integrating cultural norms into business practices). This research aimed to explore how the service delivery was handled at the National Council for Non-Governmental Organizations in Nairobi City County, Kenya. The descriptive statistics findings acquired are illustrated in Table 8 below.

Table 8: Service Delivery

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

Table 8 reflects a largely neutral or negative response regarding service delivery at the National Council for NGOs in Nairobi. With a mean of 3.05 and standard deviation of 1.92, only 36.0% agreed, 6.3% were neutral, and 57.7% disagreed. These results suggest significant challenges in meeting public needs. This contrasts with Muriuki et al. (2022), who argue that effective NGO service delivery depends on strategic planning tailored to beneficiaries' varied needs and socio-cultural contexts.

4.4 Regression Analysis Results

Regression analysis was used to examine relationships among variables, with results shown in Tables 9 to 11.

Table 9: Model Summary

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

Source: Research Data (2025)

The summary of model results shows a strong link ($R = 0.859$) between independent variables and service delivery, suggesting that improvements in these areas boost performance. With an R^2 of 0.738, the model accounts for 73.8% of service delivery variation, highlighting the significance of these predictors. The remaining 26.2% points to other factors needing exploration. An adjusted R^2 of 0.675 fine-tunes the model's accuracy, while a standard error of 1.0351 confirms close alignment between predicted and actual outcomes.

Table 10: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	121.364	4	30.341	38.234	0.003
	Residual	63.485	80	0.7936		
	Total	184.849	84			

Source: Research Data (2025)

Table 10 shows a significance value of 0.003, confirming the regression model's strength in predicting how staffing, finances, structure, and culture affect service delivery. With an F value of 38.234 exceeding the mean square (30.341) the model is statistically valid at the 5% level.

Table 11: Coefficients

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

Table 11 presents a constant of 0.638, representing service delivery levels at the National Council for NGOs in Nairobi City County when staffing, finances, structure, and culture remain unchanged. Enhancing these variables would raise service delivery by 0.779, 0.801, 0.785, and 0.793 respectively. The resulting regression model is:

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

Whereby Y= Strategy Implementation; X_1 = Staffing Level; X_2 = Finances; X_3 = Organizational Structure; X_4 = Cultural Practices

The beta coefficient for staffing levels was 0.0531, with a significance value of 0.002, indicating a positive relationship between staffing and service delivery effectiveness within the National Council for NGOs in Nairobi City County, Kenya. This suggests that increasing staff numbers can enhance the quality and quantity of services provided. One of the proofs of the strong association between the two variables is the low p-value of 0.002. The need for an investment in human resources is underlined by this figure. These results are in line with a research work done by Hitt, Ireland, and Lee (2016) who emphasized the interaction between the staffing, the technical part and the strategy implementation of multinationals. It was found that the rise in the number of employees was linked positively with the carrying out of the strategy, while the technical competence of the staff played the role of an intermediary between these two aspects.

The National Council for Non-Governmental Organizations in Nairobi City County, Kenya, determined the relationship between financial resources and service delivery to have a beta coefficient of 0.0644 with a significance level of 0.001. It shows that the connection between the two variables is positive. Moreover, it implies that when there is an increase in financial resources, the service delivery outcomes will also be improved. The results are in agreement with Gupta and Singh (2018) who investigated the linkage between resource allocation and strategy implementation in non-profit organizations in the United States and Asia. Their study revealed that the implementation of strategies was positively impacted by the raising of funding levels, with organizations that were well-funded showing more significant adaptability and resilience.

The analysis found that the organizational structure within the National Council for Non-Governmental Organizations in Nairobi City County, Kenya, was positively associated with service delivery, as indicated by a beta coefficient of 0.0712 and a significance level of 0.003. In other words, clearer and more effective organizational structures appear to enhance the quality and efficiency of service delivery. This result aligns with the work of Lawrence and Lorsch (2017), whose research on differentiation and integration in complex organizations highlighted the importance of balancing specialization and coordination for effective strategy implementation. Their findings reinforce the idea that both differentiation and integration within organizational structures are critical in supporting successful execution of organizational objectives. Cultural practices showed a beta of 0.0469 and a significance level of 0.003, confirming a positive link with service delivery at the National Council for NGOs in Nairobi. As these practices become embedded in NGO operations, service quality and efficiency improve. This aligns with Ofori and Aryeety (2021), whose research in Ghana emphasized the strategic value of integrating cultural norms into organizational behavior.

5.0 Conclusions of the Study

The study concludes that adequate staffing serves as a foundational element for effective NGO operations, enabling organizations to deliver services efficiently while maintaining quality standards. With sufficient personnel possessing technical expertise, NGOs can respond swiftly to community needs, adapt to emerging challenges, and ensure dedicated oversight of specific programs. This staffing adequacy also allows for strategic allocation of human resources, with some staff focusing on core service delivery while others concentrate on fundraising and resource mobilization activities essential for organizational sustainability. The research further establishes that financial resources act as a critical enabler for organizational expansion and impact amplification, facilitating investments in training, technology, and infrastructure that directly enhance service quality. Stable funding streams enable NGOs to engage in long-term strategic

planning rather than relying on short-term project cycles, while also supporting staff development and meaningful community engagement initiatives.

The study also concludes that well-defined organizational structures are essential for operational clarity and efficiency within NGO settings. Clear role delineation minimizes operational ambiguities and promotes streamlined communication across hierarchical levels, which proves particularly valuable in dynamic environments requiring rapid decision-making and responsiveness. This structural clarity facilitates interdepartmental collaboration, enabling NGOs to address multifaceted social issues through coordinated efforts and holistic service delivery approaches. Additionally, the research demonstrates that cultural integration significantly enhances NGO effectiveness by fostering authentic community partnerships and building trust with local stakeholders. By incorporating local customs and traditions into operational frameworks, NGOs can reach marginalized populations more effectively while preserving community heritage and contributing to sustainable development outcomes that respect local identity and promote long-term resilience.

6.0 Recommendations

The study recommends that NGOs should conduct comprehensive staffing assessments to identify gaps in roles, skills, and responsibilities that hinder effective service delivery. Organizations should establish competitive compensation packages that include adequate salaries, comprehensive benefits, and accessible professional development opportunities to attract and retain qualified personnel. Regular training sessions should be implemented to strengthen staff competencies in critical areas such as project management, fundraising, and community engagement, while fostering workplace cultures that value diversity and promote collaboration. NGOs should actively solicit employee feedback and involve staff in decision-making processes to enhance job satisfaction and retention rates. Additionally, organizations should implement ongoing financial management training for both staff and stakeholders, focusing on budgeting, financial reporting, and fiscal responsibility, while investing in reliable financial management software to streamline accounting processes and establishing clear segregation of duties to mitigate fraud risks.

The study further recommends that NGOs should establish clearly defined organizational structures with specific roles and responsibilities to promote accountability and informed decision-making. Organizations should develop and enforce comprehensive policies covering ethics, transparency, and conflict of interest management in all operational areas. NGOs should diversify their funding sources by pursuing grants, donations, and social enterprise opportunities to reduce dependency on single revenue streams and strengthen financial sustainability. On the cultural front, organizations should actively promote cultural diversity awareness within their teams and provide staff training to engage effectively across varied cultural contexts. NGOs should involve community members in both program design and implementation phases to ensure cultural relevance and responsiveness to local needs. Finally, organizations should establish partnerships with local cultural organizations, community-based groups, and traditional leaders to enhance service relevance, while networking with other NGOs to share best practices and improve culturally sensitive service delivery approaches.

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