

IMPLEMENTATION OF STRATEGIES AND PERFORMANCE IN PUBLIC RESEARCH INSTITUTIONS IN KENYA: CASE OF KEMRI-WELLCOME TRUST RESEARCH PROGRAMME IN KILIFI COUNTY

Mauncho Nyanduko Cynthia

Masters Student, Kenyatta University, Kenya

Bett Shadrack

Department of Business Management School of Business, Kenyatta University, Kenya

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ABSTRACT

This research project is on the implementation of strategies and performance of public research institutions in Kenya in the case of the KEMRI-Wellcome Trust Research Programme (KWTRP) in Kilifi County. Implementation of strategy in most of the donor funded institutions is primarily driven by the availability of financial resources yet this is just one of the factors that affect implementation of strategies and performance of these organisations. The question that the study sought to answer was to show how these factors influenced strategy implementation and performance in these organisations. The study aimed to achieve four specific objectives: To establish the extent to which policy affected the implementation of strategy and performance; To find out the effect of resource management on implementation of the strategy and performance of the organisational; To determine how skills and competencies affected implementation strategy and performance; and to examine the role of culture on implementing strategy and performance. Emphasis was put on how much these factors affected the implementation of strategy and the resulting performance. Performance in the context of this study comprises of the internal and external working environment of KWTRP. This research conceptualizes and develops the dimensions of implantation of strategies which include policy, resource management competencies and organisational culture to test the relationship of the indicators to implementation of strategy and performance. The study adopted a descriptive research

design to characterise the study variables. Out of the study population of 800, 120 respondents were selected through a stratified sampling technique. Primary data was collected using a questionnaire which had closed, semi closed and open-ended questions. The study also used secondary data from the organisation's annual reports, existing communication tools, research journals and donor reports. The data was analysed and presented in tables, and graphs, using descriptive statistics analysis conducted to establish the relationship between the dependent variables and the independent variables. The results show that there is correlation between the implementation of the strategy and performance and that the four identified independent variables have a significant role to play in the performance of public research institutions with Policy and resources showing a greater influence. The study recommends the review of the strategies to focus on Policy and resources management to improve the implementation process and performance. Based on the findings, the researcher also notes the significance role played by the staff individually and at corporate level. This study helps the management of public institutions identify and invest in the right factors of strategy implementation. This includes a corporate culture to support implementation which then positively affect the strategy implementation and performance It also helps support the approaches to identifying focus areas in the implementation process of strategy to improve performance. Given specific issues to deal with, the management will be able to implement reviews to their strategy to

address the factors affecting performance. The study will help similar organisations identify areas in which they can improve their strategy implementation and performance.

Key Words: *governance of health systems, management skills, organisational performance, organisation culture, policy, resource management, strategy, strategy implementation, skills and competencies*

INTRODUCTION

Through the years, strategy has been classified by several scholars. The most common and widely used by business executives are those introduced by Porter (1985). The three main strategy categories defined by the author are intended to create and maintain competitive advantage: cost leadership strategy; differentiation strategy; and segmentation strategy. This is mainly effective in business organisations. The area of strategic management and thinking has however since been considerably influenced since Porter, inspiring works by Hamel & Prahalad (1994), with their core competencies approach, which states that “a harmonized combination of multiple resources and skills will distinguish an organisation in its field of work”.

Strategy can be defined as a unified pattern of decisions that define the organisation’s purpose, goals and objectives that deals with the organisation's competitive advantage as well as positioning of the organisation in the environment and defines the business of the organization in terms of products and market scope. Pearce and Robinson (2011) define strategy as the set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company’s objectives. It is a company’s game plan and a future oriented plan for interacting with the environment to achieve a company’s objectives. Strategy can also be viewed as a firm’s theory of how to achieve high levels of performance in the market and industries within which it is operating Barney, (2007).

According to Grant (2002), Strategy is at the heart of strategic management as it helps an organization to plan, formulate and implement various tasks in its attempts to prosper and attain its objectives and goals. Strategy can help a firm establish long term direction in its development and behaviour. Mintzberg, Quinn & Goshal, (1998) defines strategy as a directional plan guided by a course of action into the future, a pattern that guides consistency of behaviour over time, and a perspective, which refers to the fundamental manner of accomplishing goals, and a specific manoeuvre intended to outwit competitors. The fundamental aspects of what strategy brings to organisations are in exploration of what strategy does by setting direction, strategy focuses effort and resources, defining the organisation, and providing consistency, Mintzberg et al. (1998).

STATEMENT OF THE PROBLEM

Cater and Pucko (2010) arrived at the supposition that 80% of firms will always have the right kind of strategies. The challenge is in the implementation with a 14% chance of a firm successfully implementing a strategy to the expected levels of performance. Considering the high levels of failure in implementation and resultant dismal organisation performance. Rajasekar (2014) opines

that the organisation leadership needs to pay more attention to the implementation of this strategies. Strategists have blamed various aspects of the strategy implementation for this failure. So, what does really affect implementation and performance? This study sought to find out whether the various independent variables have an effect in the successful implementation of strategy and performance. Strategy implementation and performance for non-governmental, nonprofit organization is also largely said to depend on the source of funding of organizations. In fact, most of these organisations including the KEMRI- Wellcome Trust organize their strategic cycle to the availability of resources, yet this is just one of the factors that affect implementation and performance of these organisations. The question that the study sought to answer was how the other factors drive strategy implementation in KEMRI- Wellcome Trust and performance affecting delivery of set organisational deliverables? Several research studies have been done on strategic management practices and performance, but little study has been done by earlier researchers to analyse implementation of strategies and performance in public research institutions and no study has been done to analyse determinants of implementation of strategies and performance at the KEMRI-Wellcome Trust Programme. Otiende (2013) did a study focusing on the factors affecting implementation of the Kenya Vision 2030 in the public sector. His study omitted a key aspect of strategy implementation by the lack of stakeholder involvement in strategy implementation. Another instance, Kiptugen (2003) did a study to determine the strategic responses of Kenya Commercial Bank to a changing competitive environment. He mainly focused on strategies that can be adopted in a competitive environment; the study focused on strategy implementation and challenges in the implementation phase but not the effect on performance. In (Wandera 2012) who looked at the challenges facing KEMRI in implementation of an automation strategy. The study focuses on two main issues of overall challenges and provision of solutions to the challenges it however fails to outline an analysis of the findings indicating clearly the impact of each of the challenges on performance. Others include Muchira 2013 who focused on the relationship between strategy implementation and performance showing the dependency of the implementation and performance but focusing on commercial banks. This study focuses on the later part of strategy, which is the implementation, the various factors that impact the overall success or failure of the strategy and performance for a public research institution which is primarily donor funded. From the discussions above, it is evidenced there is no known study that has focused on addressing this gap. It is against this backdrop that this study sought to fill the knowledge gap by assessing the determinants of the implementation of strategies and performance at KWTRP in Kilifi County.

OBJECTIVE OF THE STUDY

The purpose of the study was to assess the determinants of the implementation of strategies and performance in a public research institution at KWTRP in Kilifi County.

THEORETICAL FRAMEWORK

Agency Theory

Agency relationship as defined by (Jensen and Meckling 1976) is a contract where one or more persons delegate work to another person to do the work on their behalf. The agent is required to execute tasks that are within the principal agent relationship considering actions that have consequences for both the principal and the agent. Agency theory assumes one party acts on the behalf of the other that is the Agent on behalf of the principle owner. The main problem the theory addresses is when the desires of the principle and the agent is in conflict and the Principle is unable to verify what the agent is doing; the second problem arises when the Agent and the principle have different attitudes towards risk. This theory helps us understand the relationship between research regulators and implementers in this case research institutions. How do the policies and regulations instituted to govern research institutes affect their work strategies and performance in the Kenyan environment this triggers the first question, what is the extent to which policy regulation affect implementation of strategy at KWTRP Kilifi?

Resource Based Theory (RBV)

This theory is founded on the belief that firms within an industry control heterogeneous strategic resource. Resources in this case are deemed “rare valuable and controlled by the firm”. Penrose (1959). They can be in the form of all assets, capabilities, organisational processes, firm attributes, information, knowledge, etc. which are controlled by a firm and that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness (Barney, 1991). In this study we use this theory to answer the question of resource in terms of financial, influence of resource on culture and the staff involvement looking at the role the management plays. This theory will be used to answer second question, what is the effect of resource management on implementation of strategy at KWTRP Kilifi?

Behavioral Theory of the Firm

The behavioural theory of the firm takes the organization as the basic unit of Analysis by attempting to predict behaviour with respect to price, output and resource allocation decisions. The theory argues that while small firms may operate under the guidance of the entrepreneur, such a simple model cannot describe large corporations. The theory argues that Firm’s sets goals which must be implemented through decision making at top and lower level of management. According to behavioural perspective, managers develop aspirational performance levels for their firms based on historical firm performance and observed performance of peers or reference groups. Performance below aspiration indicates potential problems in attaining long term goals (O'Brien & David, 2014). This means that the firm must from time to time review their performance to see if the strategies they are implementing and the way they are implementing them is on course towards achieving their set aspirations. This triggers the research question; How do skills and competencies effects performance of strategy at KWTRP?

The 7's Framework on strategy implementation and performance

The 7-S model identifies the seven factors as strategy, structure, systems, staff, skills, style/culture, and shared values. These factors that influence the organisation alignment have been grouped into 2 namely the Hard elements; Strategy, Structure and Systems and Soft elements; which include Shared Values, Skills, Style and Staff. The model is based on the theory that, for an organization to perform well, these seven elements need to be aligned and mutually reinforcing. So, the model can be used to help identify what needs to be realigned to improve performance. The Model essentially addresses three questions, where the organization is at this moment in time, where the organization wants to be at a length of time and how does the organization get there? The hard elements described above tend to be controllable and influenced by the management of an organization while the rest is largely dependent on the culture of an organization. In The 7-S model a well aligned strategy means a clearly articulated, long-term plan that helps achieve competitive advantage which is strengthened by strong vision, mission and values. If looked at alone one cannot see if a strategy is well aligned with other elements. The important factor in the model calls for looking at the alignment of all the elements

EMPIRICAL LITERATURE REVIEW

Policy and Organisational Performance

When evaluating the impact of Policy and legislation we look at comparative organisations like the KWTRP that is Non-profit organisations. Logical framework models are a management tool widely used in the non-profit sector in program design and evaluation. They are in form of a table (or framework) and aims to present information about the key components of a project in a clear, concise, logical and systematic way. They are created to show how measurable impact for desired objectives and outcomes or goals that need to be achieved and how achievement will be verified (McLaughlin & Jordan, 2010).

A logical framework model will in most cases show a logical relationship between the resources to be used the activities of the Programme desired outputs and outcomes of a program, which in turn leads to impact or performance. While there are many ways in which logic models can be presented, the purpose of constructing creating a logic model is to assess the if there are causal relationships between the elements of the program in this scenario; if the resources are available for a program, then the activities can be implemented, if the activities are implemented successfully then certain outputs and outcomes can be expected. This approach is a solution driven approach where it solves a problem and, in the process, considers the views of all stakeholders. The performance of organizations, such as CBOs, may be conducted at the overall organizational level, individual project level and their impact on the community. Organizational effectiveness measures the degree to which it achieves its goals, or the way outputs interact with the economic and social environment. To achieve organizational effectiveness management should strive for better communication, interaction, leadership, direction, adaptability and positive environment.

Resource Management and Organisational Performance

Resource has been defined in this literature as assets tied semi-permanently to firms and include tangibles and intangibles. The key intention is that the way the resources are allocated in the firm shapes the resulting strategy realisation of an organisation. The process of resource allocation is intimately connected to strategy. Resource allocation and related decisions are primarily made by managers who may have different and sometimes conflicting roles. This process is a complex, simultaneous, dynamic, multilevel and multirole phenomenon mainly also influenced by the structural context which shapes the strategy (Grimsley 2018) refers to it as a process and strategy involving a company deciding where scarce resources should be used.

The context in strategy also will influence resource decisions for example an overall manager will not want to decide without collecting enough information which then results in a bottom up collection of information with various decisions being made at multilevel in the organizations and thus a final optimal decision can then be made. This process however can fail when there are institutional barriers around sources of resources Ashcraft (2017), this can be due to human/personal barriers or policy issues barring people from taking risks.

Management Skills and Competencies

Implementing corporate strategy requires a team effort headed by your organization's leadership team. According to (Cater and Pucko 2010), A well formulated strategy will require good stewardship, in addition a strong and effective pool of skills, and human capital are extremely important resources for success of any implementation. Each person involved in change management has their responsibilities, and it is important for the entire organization to understand their roles and the roles of their captains. This in turn makes delegating responsibility more effective. Employee buy-in, guidance of the resource, capabilities and total understanding of the strategy is key. (Beer and Eisenstat 2000) makes note of this from a different perspective; they suggested that “in the absence of effective leadership, conflicting priorities will result in poor coordination”. Implementing change or any new strategy within an organisation must have a feel of urgency for the entire staff body. The job of creating the urgency lies with the leadership, there is need to communicate to staff why the implementation is necessary. Leadership needs to help the employees understand how the company benefits from the new implementation. In this effective communication is prevalent.

According to Beer and Eisenstat (2000), “blocked vertical communication has a particularly pernicious effect on a business’s ability to implement and refine its strategy”. (Janis and Paul 2005) have studied the link connection between a company’s corporate communication function and its implementation of strategy and found that CEOs need to focus on branding and reputation and prioritize internal communication for success. Coordination, streamlining of processes, aligning the organizational structure, and motivation will make or break an implementation process. A key

component in this is training and skill development. To enable this there must be total leadership commitment

Critical is also the need to phase a strategy implementation process. Leadership needs to be able to identify when each phase of a strategic is complete and be ready to transition to the next and how to make the transition, reward the quick wins and keep the people focused on the broader goal. The leadership style in an organization will influence how the chosen strategies will be implemented. structure, delegation, freedom of managers to make decisions, and the incentives and rewards systems will all be influenced by the leadership style in an organization. The most important point to note here is that all the above parameters are essential in the overall success of the implementation

Organizational Culture

Organizational culture includes an organization's expectations, experiences, philosophy, and values that hold it together, and is expressed in its self-image, inner workings, interactions with the outside world, and future expectations. It is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid.” This brings out one considerable aspect that each organization will have its own unique culture built over time and due to their different experiences. Every culture is influenced by people in the firm, the history of the firm, management styles and even communication styles which is a mean that shapes culture. Crittenden et.al (2008) sees culture as a system of shared values MacMillan (1978) believed there is a need to develop commitment by the members of an organization to key strategic decisions. This assumes that most people will do what is in their best interest and thus the need to ensure that an organization has shared values in which teams are invested in.

Organisational culture is influenced by various aspects in an organization. Communication is a key aspect in culture. If a change process is to be initiated for example the leadership has to be intentional in ensuring that the change is communicated effectively throughout the various structures of the organization “Everybody in the organization must know the direction the organization is going and what the objectives are. As well they must know the vision...” (Scroggins 2015). Leadership is also a factor in organizational culture; The leadership of an organization will in most instances influence the kind of culture an organization adopts for example a leader’s value system norms and standards will most of the time affect the way an organisation does its business, when a leader is autocratic most of the decisions made in an organization will be top down.

However, if an organization already has an established culture this will influence what kind of leadership is possible (Schein, 2010). And especially if this culture is aligned to business strategy, the employees of the firm will naturally act and behave in ways that support the achievement of organisations objectives. It will be the leader’s responsibility to ensure he uphold the values and beliefs of the organization’s culture through their actions and decisions. Another aspect key to

organisation culture is employee behaviour and commitment. Though heavily reliant on individual culture. The workers ability to align to their roles to the organisations objectives is key in achieving them. This can be achieved through the combination of communication and leadership. As stated earlier, most people will do what is in their best interest. If there is a shared vision, values and commitment to this shared vision then employees will behave in a way to ensure the said objectives are achieved and desired organisations performance achieved.

RESEARCH METHODOLOGY

Research Design

This study adopted a descriptive survey design. This type of research design is developed to collect primary or secondary data with a view of analysing this statistically. It was used to establish the cause and effect relationship between dependent variable of the study and independent variable. The design was primarily adopted in line with the resource and time limitations of the study and the availability of the participants for data collection.

Target Population

The KWTRP programme has 800 staff members working in the Kilifi unit. This study population comprised of the management team which has both researchers and operational teams, the study population also included the research staff, and the operational staff members of the organization. The researcher used stratified sampling to obtain data from each stratum. The sample was then drawn using random sampling. For the purpose of these study a sample of 120 was used

Data Collection Procedures and Instruments

The Data was collected using open ended and closed ended questions. The questionnaire was designed to collect qualitative and quantitative data. The questionnaires were administered by the researcher. The secondary data, which constituted the other source of data, was gathered from the relevant internal and external organisational communication tools including magazines, bulletins, in-house newsletters, annual financial and research reports, books and journals in the period of strategy implementation.

Data Analysis and Presentation

The data collected was analysed qualitatively and quantitatively because qualitative analysis provided in-depth information of the study while quantitative analysis enabled the use of statistics to give better understanding of data collected. The data was presented by use of percentage, tables and graphs. The quantitative data from the questionnaire was analysed using a Statistical Package and a correlation analysis carried out to determine the relationship between the dependent and independent variables

RESEARCH RESULTS

Performance Measurement

The questionnaire sought to answer 3 main questions which included the performance of the strategy of the KWTRP, the influence that implementation had on performance of KWTRP and a question to highlight the different factors that influenced performance. 95% of the study population believed that the organisation had performed fairly in relation to its strategic objectives, while only 4% believed that the organisation had not attained its strategic objectives. The second part of the question was intended to allow respondents to show whether the implementation of the strategy had in enhanced performance of KWTRP. We sought to measure the extent of the influence of proper strategy implementation to staff performance. 36% of the respondents indicated a moderate influence, 49.1% indicated a high influence, 13.2% felt that this had a very high influence while 1.8% said to a low extent. In this analysis the study shows that only 1.8% had a negative view of the influence of strategy implementation to the overall performance.

The third part of the question sought to establish the influence on individual performance. 95.6% of the respondents said that the strategy implementation had a direct influence on their individual role performance while only 4.4% said it had no influence. We then asked for the respondents to provide their thoughts on the other influencers of performance. Figure 3 below provides an illustration of the results. To bring this all together we sought, through the analysis to show the relationship between performance and strategic implementation. The sections that follow provide the details on some of the factors contributing to the performance of KWTRP.

Factors Contributing to Performance

In determining performance of strategy, mean, variance and standard deviation were calculated. Each statement was rated independently to enable the researcher to assess the performance of strategy at KWTRP Kilifi. The mean for the statements were: Performance Rating 2.99, Strategic plan enhancing organisation Performance, 0.03, Extent of Enhancement 2.26, Strategic Plan influence on Staff Performance 0.04, and Other Factors influencing Performance.

The results show a correlation between the performance of KWTRP and the implementation of the organisations strategy. With proper implementation of the strategy there is a correlating positive effect on both the performance of the organisation and the individual staff performance. The two i.e. the organisations and individual performance may vary but the study participants agreed that strategy implementation did affect the resulting performance of KWTRP. This is in line with the argument that clear existing organisational plans and proper implementation of the plans enhances decision making (Thompson, Strickland, & Gamble, 2008) and thus positively influencing strategy implementation with a resulting positive effect on performance. It is also important to note that the life of a strategic plan and its implementation and resultant organisational performance is also hinged on the existence of other organisational aspects including structure leadership, human resources, good people management.

This therefore brings us to the study of the various relationships and correlations between the Independent variables and the dependent variable. The study will focus on how each of the variables namely Policy and regulation, resources and their utilisation, competencies and skills within the organisation and culture influence strategy implementation and performance of the organisation.

Policy and Regulation

To implement strategies there is need to have proper guidelines in terms of policies and regulations. To measure this, the respondents were asked to indicate the existence of policies and regulations that governed the KWTRP strategy and whether the existence of such policies had helped in the implementation of the strategy and the performance of KWTRP. They were also asked to explain how the existence of these policies/regulations enhanced the performance of KWTRP.

To illustrate the influence of policy and regulations on the strategy implementation, the study first sought to find out whether these policies existed in the organisation. The following was derived from both observation and data gathered from the questionnaires. From the secondary data gathered by the researcher the existence of these policies and adherence to the policies was confirmed from the organisation's communication tools, annual reports and the monthly organisational and research meetings. This also extended to the evaluation on if the organisation was adhering to the existing KEMRI Institutional research and operational policies and the National research governing policies. This was validated by the data gathered from the respondents where the study then sought to find out if the policies in place did influence the process of strategy implementation and performance and measure this influence. 98% of the respondents agreed that the organisation had existing policy structures that governed the research process and that these policies influenced strategy implementation and the performance of the organisation.

The second part required the respondents to provide their opinions on how the existing policies supported the implementation of the strategy and performance. A cross section of the opinions from the respondents stated, that policy provided a framework of guidelines to the employees' work. Policies also improved compliance, provided a framework for implementation of innovative ideas, provided a base for guided research core structure, monitoring of performance and helped in directing staff. As one of the respondents puts it, "These policies facilitate discussion, review and planning". This is a clear indication that there is clear understanding of the role of policies in KWTRP, good communication of the policies and a clear understanding of how they should be applied. These opinions also provided a look at how performance is affected by lack of clear policy guidelines in an institution.

The findings here therefore indicate that the existence and operationalization of policy and regulations in the implementation of strategy has a positive association with performance of KWTRP. One of the KWTRP performance indicators is the number of publications of its science to peer reviewed journals. This is as a direct result of the existing policies and regulations. In the

stated period under review the organisations has had over 500 peer reviewed publications. It therefore goes to show that the existence of, effective communication and adherence to the policy and regulations governing and public institution as part of the strategy implementation process has a direct and immediate positive effect to the performance of an organisation.

Resources Management

To achieve this study objective, the respondents were asked different questions concerning Resources Management and utilisation in the organisation. This was not restricted to financial resources but also included human resource, the working resources and tools available for the staff in the day to day deliverables etc. KWTRP also employs a performance review process which involves comparison of actual performance against set standards. This enables the organisation to assess the resources employed and compare this to the performance per given review period (KWTRP staff Manual 2016). Koletit, (2012) also avows that performance review process is the most commonly used forms of performance evaluation in Kenyan public institutions.

The first section of the question was on the respondent's thoughts on the influence strategic implementation had on resource utilization and performance of KWTRP. They were asked to measure using either Positive, Negative, no influence. The next part of the question sought to find out the reasons for the respondents answer to the first question. The finding shows that respondents gave different explanations which included Guidance (0.9%), Corporate Governance Structures (13.2%), Not Clear (9.6%), Efficient and Effective Resource Utilization (10.5%), Fund Availability (14.9%), Good Planning put in place (1.8%) and Conducive Environment (18.4%). The percentages for each explanation are given in bracket, showing that Conducive Environment had the highest percentage followed by Funds availability then Governance Structure. Guidance was given as the explanation with least percentage.

The researcher then sought to measure the effect of resources on the various measures of performance. To achieve this, we had to also look at the secondary data provided on the existing measures of performance employed by KWTRP. One of the tools the Programme uses on the measures of performance is regular review meetings with a committee set up for this specific purpose. Being donor funded, part of the performance review process involves KWTRP inviting external independent reviewers who visit the Programme every two years in the 5-year circle of funding to review the Programme activities. In these reviews, they seek to measure the scientific growth of the organisation in relation to the Strategic goals set out at the beginning of every funding circle. This committee, referred to as the International Scientific Advisory Board (ISAB) uses specific pillars of the strategy to measure performance. These include the Structure, Management, Development and Research Activities. Under Research Activities, they specifically look at Research outputs, new research areas developed, grants acquired over the period, use of strategic resources, and the number of publications (ISAB review 20-21 January 2016).

The next question therefore sought to answer the question to what extent strategic implementation had resulted in an increase of the performance indicators in the given period. The respondents were required to use a Likert scale to give a value to their response. More grant awards to researchers had a mean of 3.62, More donors to fund research had a mean of 3.6, More infrastructure investment had a mean of 3.6, while Increased researcher recruitment in research had a mean of 3.8. Since all the statements have a mean between 3.00 – 4.00, this indicates that the respondents agreed to a moderate extent with the statements. From the findings it can be noted that the respondents agree that resource utilization plays a positive role in the implementation of the strategy and performance of the organisation.

The key factors affecting high-quality research are outlined as research training and skill, financial support, technical and logistics support, mentorship and teamwork. All these factors are enabled by provision of the right resources with availability of funding being key. LMIC's countries have historically not had the capacity to provide this kind of capacity and thus the reliance on donor funding. The capital and human capacity investment required in ensuring high quality research is prohibitive and, KWTRP is no exception and thus the importance placed in attracting financial support through good corporate governance in order to ensure that the Programme is a going concern. KWTRP has ensured these critical structures are in place to not only ensure that the resources are well utilized but that the Programme is continuously able to attract more funding. Apart from funding researchers are also attracted to the Programme due to the existence of this structures and thus the programme is able to attract well trained personnel who can be able to ensure high quality research. In addition, the Programme is able to attract more high-quality collaborations which is a key component of good and internationally acceptable.

It is therefore right to conclude that resource utilization is key to performance and strategy implementation. The ability of a donor funded institution like KWTRP to attract the right resources is affected by its ability to use the existing ones, in addition its ability to attract skilled personnel is also affected by the utilization of resources and the existence of the right governance structures. Tied into this is also the quality of collaborations the programme is able to make.

Skills and Competencies

Fulmer (1990) also states that management plays an important role in the effective implementation of strategic plans. Whilst the overall engagement of each member of staff plays a critical role in ensuring success of the strategy implementation. This section of the study sought to find the influence of the organisation's leadership, capacity building initiatives and aspects of strategy implementation including other factors of performance like management of change, expanded research portfolio, Commitment to research/operational deadlines by staff organisation objectives and increased research output measures as increased publication.

Organisational Leadership and Management

Table 1: Correlation between the factors of performance and their Influence on strategy implementation

		Leadership Influence	Capacity Building Influence	Management of Change on Performance	Research Portfolio on Performance	Research/Operation Deadlines	Increased Publications on Performance	Achievement of Objectives on Performance
Leadership Influence	Pearson	1	.681*	.382*	.202*	.124	.044	.296**
	Correlation							
	Sig. (2-tailed)		.000	.000	.033	.194	.642	.002
	N	114	113	107	112	111	112	110
Capacity Building Influence	Pearson	.681**	1	.198*	-.006	-	-.176	.025
	Correlation					.056		
	Sig. (2-tailed)	.000		.041	.952	.558	.064	.796
	N	113	113	107	112	111	112	110
Management Challenges on Performance	Pearson	.382**	.198*	1	.809**	.654**	.608**	.505**
	Correlation							
	Sig. (2-tailed)	.000	.041		.000	.000	.000	.000
	N	107	107	107	106	105	106	104
Research Portfolio on Performance	Pearson	.202*	-.006	.809*	1	.747**	.885**	.595**
	Correlation			*		**		
	Sig. (2-tailed)	.033	.952	.000		.000	.000	.000
	N	112	112	106	112	110	111	109
Research/Operation Deadlines	Pearson	.124	-.056	.654*	.747**	1	.782**	.686**
	Correlation			*				
	Sig. (2-tailed)	.194	.558	.000	.000		.000	.000
	N	111	111	105	110	111	110	108
Increased Publications on Performance	Pearson	.044	-.176	.608*	.885**	.782**	1	.469**
	Correlation			*		**		
	Sig. (2-tailed)	.642	.064	.000	.000	.000		.000
	N	112	112	106	111	110	112	110
Achievement of Objectives on Performance	Pearson	.296**	.025	.505*	.595**	.686**	.469**	1
	Correlation			*		**		
	Sig. (2-tailed)	.002	.796	.000	.000	.000	.000	
	N	110	110	104	109	108	110	110

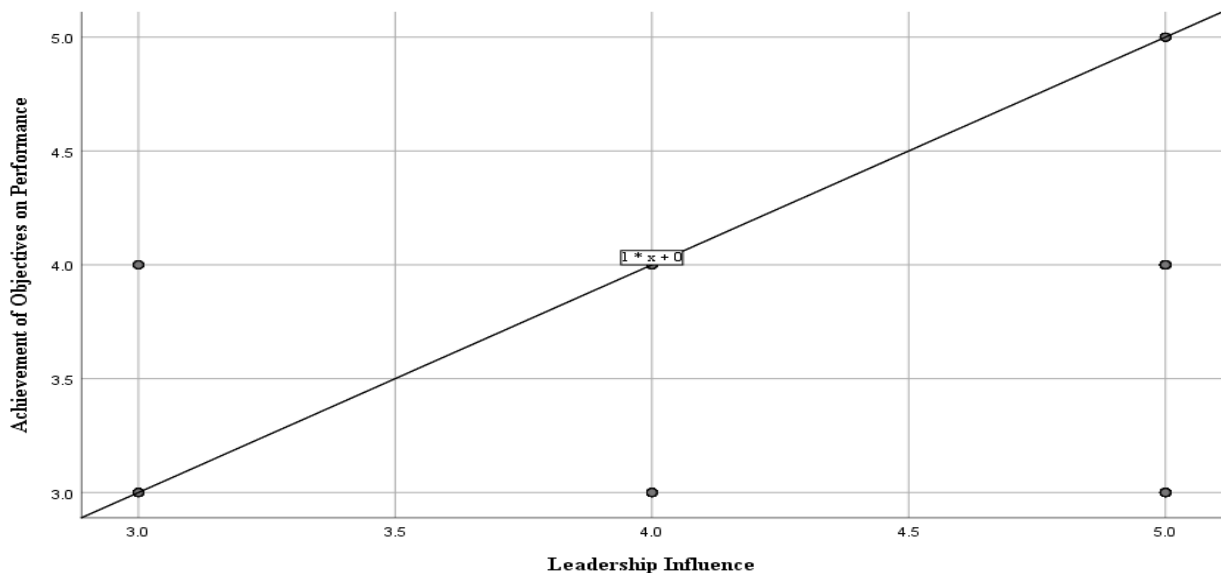
** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Cumulatively 83% of the respondents felt that leadership was the most critical aspect in implementation of the strategy and that this influenced research output and performance in the organisation. While 17% believed leadership had a moderately role in ensuring performance. 64%

of the respondents indicated that training and capacity building influenced performance while 32% that this influence was moderate while 6 % were of the view that this had moderate influence. The findings showed that a mean score of most of the statements under Skills and Competencies between 4.35 and 4.00. This agrees that skills and competencies affect performance of strategy at KWTRP Kilifi. Leadership Influence had a mean of 4.38, Capacity Building Influence had a mean of 4.44, Management of Change on Performance had a mean of 3.29, Research Portfolio on Performance had a mean of 3.64, Research/Operation Deadlines had a mean of 3.58, Increased Publications on Performance had a mean of 3.56 while Achievement of Objectives on Performance had a mean of 3.65. Since most of the statements presented mean above 3.50, then it can be deduced that skills and competencies have contributed to factors of strategy performance. Table 1 provides detailed insights on the correlation between the factors of performance and the factors that contribute to and influence strategy implementation.

Although management of change, expanded research portfolio, commitment to deadlines by staff, increased publications and focus on organisational objectives play a role in the strategy implementation process and resulting performance, Leadership of the organisation plays a significant role in influencing implementation of strategic objectives and performance as shown in the figure 1.



$r(108) = 0.298, p=0.02, \alpha =0.01$

Figure 1: Leadership influence and achievement of objectives on performance

These findings agree with the analysis of Cater and Pucko (2010), who argue that a well formulated strategy will require good stewardship, in addition a strong and effective pool of skills, and human capital are important resources for success of any implementation. Each person involved in change management has their responsibilities, and it is important for the entire organization to understand

their roles and the roles of their captains in order to ensure that the strategy is effectively implemented, and the performance requirements of the organisation are met.

Organisation Culture

To identify the existing culture at KWTRP the respondents were asked if the culture of the organization affected strategy implementation and performance of the organization questions. The respondents were also required to describe the existing culture in KWTRP, while also allowing them to measure the influence culture had on implementation and performance of strategy. Majority of the respondents 95.8% believed KWTRP had an existing strong culture, while only 4.2% believed that there was no existing culture. Subsequently 21.7% of the respondents believed that this culture greatly influenced how strategy was implemented and had influence on performance 58% of the respondents believed that culture influenced strategy implementation and performance to a great extent while 19.6% believed the influence was only moderate.

The respondents were then asked to value the existing components that make up organisational culture. Each statement was independently analysed and plotted to show the correlation of the variable to strategic implementation and performance. The respondents were asked to rate the existence of the different components of culture and rate how this component influenced the performance. The factors analysed included organisation communication with 51% of the respondents indicating that there was open communication in KWTRP , 58% of the respondents agreed that there was respect and fairness at the work place, 61% stated that there was clear responsibilities and accountability across the organisation, Only 33% of the respondents however indicated that there were rewards for performance with 48% indicating that this was somewhat true, 47% indicated there existed learning opportunities, and 47% agreed that there was staff engagement of the strategy implementation while 47% somewhat agreed to the same, 76% stated that high levels of trust and integrity were upheld, 51% indicated that innovation and growth was encouraged, 74% respondents recorded that teamwork was encouraged.

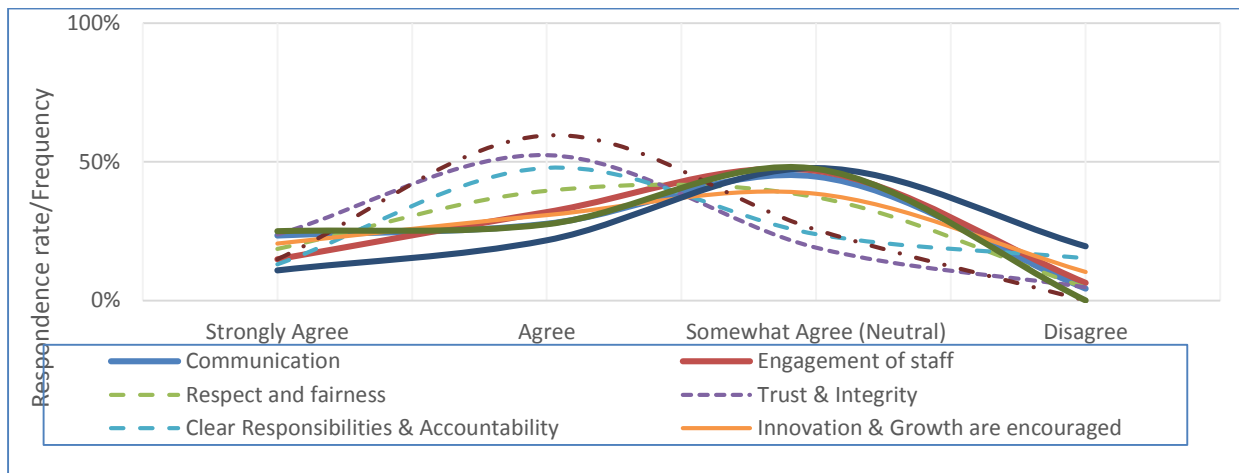


Figure 2: Culture

The study shows that organisation culture influences strategy implementation and performance with 98% agreeing that culture influences performance of strategy. The findings agree with MacMillan (1978) who believed there is a need to develop commitment by the members of an organization to key strategic decisions. This can be done through communication and clear performance guidelines as shown in the chart above. This assumes that most people will do what is in their best interest and thus the need to ensure that an organization has shared values in which teams are invested in.

Respondents were then asked to suggest ways in which the organisations culture could be improved that would have a positive influence on the strategy implementation. Most of the suggestions given were in relation to the various components addressed above. They included improvement of work-related policy's including creation of a promotion policy to streamline career development for operational staff members, inclusivity in capacity building initiative, better communication of Programme plans and activity and better communication of the strategy development process. The respondents also intimated on the need to have fairness with one respondent stating.

“There is need to engage people at all level with clear objectives and expectations from the various sections of the organization for purposes of a shared outcome in terms of output”

While another on the issue of promotion and internal hiring,

“Job opportunities should be provided fairly not through biasness. Those going for further studies (self-sponsored) should be recognised just like the way the organisation sponsored are realized and rewarded”

The following are additional factors raised by respondents:

1. More support to be given to staff interested in and passionate about growing their careers improving opportunities offered internally to a wider number of staffs.
2. Providing clarity of the role of operations staff in the implementation of strategy.
3. Fairness in the accountability measures where everyone is given same level of accountability and clarity on issues that would in turn affect this.
4. There was also a call to Increase transparency, use of systems that produce metrics on performance

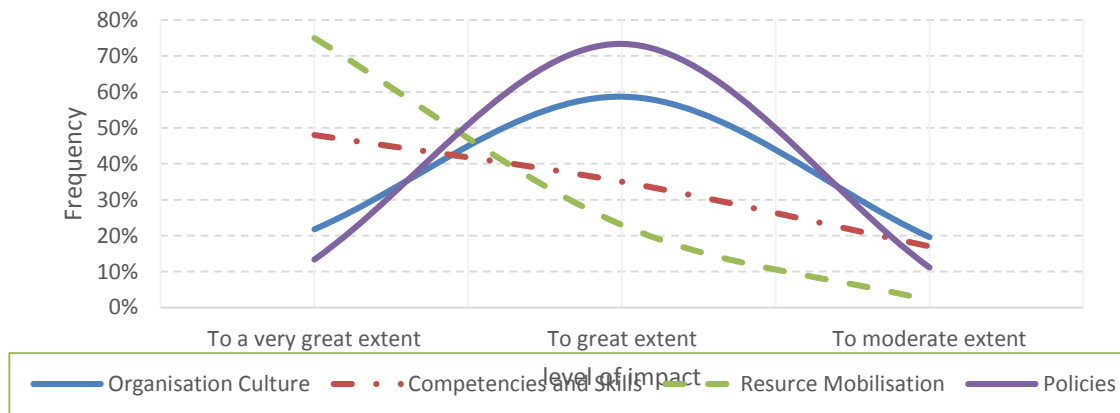


Figure 3: Impact of the independent variables on strategy implementation and performance

CONCLUSIONS

This study is a step forward in assessing the determinants of the implementation of strategies and performance in public research institution at KWTRP in Kilifi County. Majority of the respondents indicated that the policy, resources management, skills and competencies, and culture affect performance in public research institution at KWTRP in Kilifi County as the findings show that most mean scores were between 3.50 and 4.00. this agrees with the statement by Barney (1991) who argued that resources can be in the form of ‘all’ assets, capabilities, organisational processes, firm attributes, information, knowledge which are controlled by a firm and that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness (Barney, 1991)

Findings also confirms the argument of Nzuve & Njeru (2013) that to succeed, knowledge, skills, experience and perspectives of the wide range of people must be integrated. “Integration will be achieved through effective decision making to allow for prioritisation in allocation of financial and human capital resources”. Decisions must be made on how to prioritize strategic action by carrying out financial assessment to assess availability of resources and improvement measures to assess whether the proposed actions improve the health of the firm.

This study concluded that with proper implementation of strategies in public research institutions, there would be improved performance since it enhances policy, resources management, skills and competencies, and culture as determinants are assessed.

The study shows that there are interrelations between the Dependent and the independent variables clearly showing that each of the independent variables is key to the success of the strategy being implemented and the ability of the organisation to meet its objectives. It is however notable to state that on their own, these factors cannot achieve the intended performance levels unless they work together.

RECOMMENDATIONS

The implementation of strategies and performance in public research institution is wanting which has led to a lot of attention from researchers. This study focused on identifying the determinants of the implementation of strategies at KWTRP in Kilifi County. Having shown the key role and importance of Policy/regulations, skills and competencies as factors affecting strategy implementation and performance; there should be concerted efforts in ensuring that public institutions entrench institutional and internal policies to support research work in KWTRP and other research institutions; there should also be key focus provided in development of policies at both the national and county levels to ensure that the output from research institutions are clearly channelled towards influencing existing health policies. Focus should also be given to ensuring that resources involving development of skills and competencies, developing of managerial skills for research managers is put in place due to the influence of leadership and management to ensure enhanced performance at KWTRP.

The study recommends that further studies should focus on the determinants of the implementation of strategies and performance in other research institutions in Kenya to build the theoretical knowledge. Other studies may also focus on other factors other than the four (Policy, resources management, skills and competencies, and culture) that have been considered in the current study. This research also recommends that further research be done to look at the influence of Human resources on the implementation of strategy looking at the salient factors in the implementation process. Leadership in organisations will mostly focus on performance of the organisation, putting in place the relevant structures to support strategy implementation but seldom invest in human related issues as stated in Nzuve & Njeru (2013) the need for an understanding of the role of people is critical in the implementation of strategy and performance.

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