STRATEGY IMPLEMENTATION PRACTICES AND PERFORMANCE OF PHARMACEUTICAL FIRMS IN KENYA

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ABSTRACT

A myriad of factors influence the strategy implementation process which has direct impact on the organization performance either negatively or positively. Researches in Kenya have assessed these factors either singularly or in set within the banking industry and public institutions, hence a conceptual and contextual gap. This study therefore primarily aimed to establish the effects of strategy implementation practices on the performance of pharmaceutical firms in Kenya. The practices considered were; leadership, employee development, communication and organization culture. The study adopted a non-experimental descriptive and explanatory research design using a cross-sectional survey in order to provide a real time snap shot of industry as well as an explanation on how the practices work on performance. A total of 25 pharmaceutical firms were randomly selected from the sampling frame with at least two respondents from each company. We managed to have 40 out of the targeted 50 respondents. Data was collected using a pre-tested semi-structured questionnaire and analyzed. Descriptive statistics were presented in frequency tables, figure, pie charts and histograms. Associations were assessed individually using non-parametric tests and regression modelling for the overall organization performance. The predictor variables, Organizational leadership practice, Organizational HRM practice and Organizational communication practices were statistically significant at $p \leq 0.05$ with exception of Organizational cultural practices at $p=0.199$. The final regression model was significant indicating the positive effect of the predictor variables in determining the Kenya pharmaceutical firm's general performance. The study findings assumed that the information collected was free of any reporting biases. This study can be used by other researchers for referencing. For policy makers, it is a benchmark for evaluating the performance of the pharmaceutical firms in Kenya a key stakeholder in the implementation of the Universal Health Coverage (UHC) in Kenya under the presidential Big 4 Agenda. Further longitudinal studies on organizational performance could be looked into by researchers.

Key Words: *Strategy implementation practices and performance of pharmaceutical firms in Kenya*

INTRODUCTION

Organizational Performance

Establishing the company performance is always an interest of the researchers and senior management. It is a multifaceted concept that managers have to understand the factors related to it (Robbins & Coulter, 2012). Organizational performance studies define the performance as a dependent variable and seek to identify variables that result to changes in performance (March & Sutton, 1997). There exist a close interaction between organization objectives and performance as firms repeatedly carry out process activities to generate a measurable output or outcome. As such companies work towards preset goals with the available internal and external resources to their competitive advantage (Hashem, 2015). According to Market business news; organizational performance involves analyzing the company's performance against the set goals which considers the real outputs compared with intended outputs. Robbins, et al (2012) defines it "….the accumulated results of all the organization's work activities".

Performance measurement (PM) is an analytical tool that records measures, shows outcomes and determines the subsequent actions within the organization. The firm measurement of performance can be based on both quantitative and qualitative indicators. Other categories of measurement are financial, non-financial, tangible or non-tangible (Awino, 2011; Hashem, 2015).Generally, most firm tend to focus on their own internal performance that is concern with efficiency and reported in the balance scorecard (BSC) and the financial books such as profits and share value. In different business spheres like supply chain management and pharmaceutical industry, qualitative performance is measured by strategic performance, continuous improvement, process controls, customer service and satisfaction (Awino, 2011). A well designed performance management system acts as a feedback to management and so significantly contribute to improving the performance of the organization. It allows management to continuously monitoring performance, identify inefficient processes, enhance communication and motivate the employees (Hashem, 2015).

Strategy Implementation Practices

Albeit all strategies are geared towards maximizing shareholders wealth and profitability, the senior management must ensure compliance to the legal and ethical norms applicable in the jurisprudence of business operations (Hill & Jones, 2010). Strategy has been viewed in the past as a science on planning and defining directions of military actions (Mišankováa & Kočišová, 2014). Its application in management of business entities led to an array of definitions by different scholars. It's an abstract attribute that allows us to position ourselves in life according to our goals (Jofre, 2011). Hill & Jones (2010), strategy is a set of related actions that managers take to increase their company's performance. In management theory, "….the determination of the basic long-term goals and objectives of an enterprise, and the adoption of courses of action and allocation of resources necessary for carrying out these goals" (Mintzberg, 1978).As such strategy is a plan for action.

Strategy implementation is a component of strategic management processes which are interconnected and influence each other. It is a link between strategic planning and strategic control (Mišankováa & Kočišová, 2014). Although strategic implementation is the task of putting strategy in action; it encompasses designing, delivering and supporting products, improving the efficiency and effectiveness of operations, and designing a company's organization structure, control systems and culture (Hill & Jones, 2010). Different articles on strategy implementation have put across views, tools and critical factors of implementation of the strategy. They include; strategic leadership, management styles, organizational structure, company culture, resource allocation, communication, control system, balance scorecard, rewarding and remuneration (Beer & Eisenstat, 2000; Gurowitz, 2012; Niven , 2002).

Leadership involves envisioning the organizations future by the management and devising means on how to get there. The measurement of leadership is not easily conceptualized but may be assessed by other proxy factors. Further, Madanchian, et al (2017) viewed effective leadership as the ability of a management to produce a positive organizational performance by influencing a group of employees. Leaders have to ensure that the selected strategy has to be implemented at all levels of the organization, as its success is conditioned by employees, managers, structures in place and culture transformation (Hill & Jones, 2010; Muchira, 2013; Mišankováa & Kočišová, 2014). The human capital forms a core base for organization performance. Continuous training, recruiting and motivation of employees is paramount. Thirty to forty percent of the cumulative organization performance is attributed to the human resource (Rothaermel, 2012). Employees are more keen when strategies being implemented in the firm touch on their reviews and reward. Hence developing human capital while maintaining core competencies within the firm allows reliable strategy implementation and consequently better organization performance (Awino, 2011).

Communication involves conveyance of information from the sender to the recipient using acceptable medium of information transfer. It is a powerful tool since it allows existence of reporting and feedback systems thereby giving an organization a chance for assessment and continuous improvement. According to Linda Pophal the Chief Executive Officer (CEO) of Strategic Communications, all persons tasked to support an organizational plan have to be well informed of it and its importance to the firm. Therefore effective communication is vital for successful strategy implementation. The organization's culture represents the shared core values and affords it the flexibility or rigidity to fit in to the opportunities and threats appropriately. According to Olaka (2017), adaptive corporate cultures are pivotal in the implementation of strategies across the entire firm.

STATEMENT OF THE PROBLEM

Competition is a natural phenomenon in all aspects of life and we must strive to outdo our rivals. In the agency theory the management is mandated by the organization shareholders to maximize their wealth and profits (Daly, 2015). This necessitates the strategy formulation and implementation that leads to the anticipated organization performance. With the much done studies on strategy implementation practices and performance of organization showing a positive relationship; the high failure rates in implementation indicates its complexity that is dependent on a myriad of factors. Earlier articles and reviews on strategy implementation focused on factors and activities that make strategy execution a success (Kariithi & Ragui, 2018; Gurowitz, 2012) or warn on causes of failure (Niven , 2002; Beer & Eisenstat, 2000). The success of an organization is not measured on how well the objectives, mission and vision are articulated to employees and the other stakeholders but on the achievement of the set targets. The achieved targets are a mirror of the organization performance. A variety of unique internal and external factors influence the strategic implementation process which has a ripple effect on the performance. The published studies in Kenya have assessed the factors either singularly or in sets in the public or private organizations within the banking and service industry; hence a conceptual and contextual gap. Waiganjo, et al (2012) only assessed the extent to which Strategic Human Resource management practices (SHRM) affects the performance. Similarly, Olaka (2017) characterized the influence of strategic leadership over strategy implementation within Kenya commercial banks. Strategy innovations have also been individually assesessed against commercial banks performance in Kenya (Kiiyuru, 2014; Muchemi & Moronge, 2017). Muchira, 2013; Gitau, et al 2014; Muchemi, 2014; Waititu, 2016; conducted studies on strategy implementation practices by commercial banks in Kenya and recommended a comparative research to be conducted in other industries to identify similarities and differences. The success of UHC; one the presidential big four agenda is dependent on performance of its stakeholders either jointly or individually. The pharmaceutical industry is a key driver expected to meet the Ministry of Health demand of health commodities. It's imperative that we have an analysis of pharmaceutical firm's strategic implementation practices and performance in Kenya; as this will be one of the prime markers used to inform the government on the capability of the local pharmaceutical firms on the UHC service delivery. Likewise, there are little or no empirical published studies in Kenya on this subject. This is therefore the premise upon which this study stands on.

GENERAL OBJECTIVE

To establish the effects of strategy implementation practices on the performance of pharmaceutical firms in Kenya.

SPECIFIC OBJECTIVES

1. To establish the effect of leadership on the performance of pharmaceutical firms in Kenya.
2. To assess the effect of employee development on the performance of pharmaceutical firms in Kenya.
3. To determine the effect of communication on the performance of pharmaceutical firms in Kenya.
4. To establish the effects of organization culture on the performance of pharmaceutical firms in Kenya.

THEORETICAL REVIEW

Balance Scorecard Model

The balance scorecard (BSC) model developed by Kaplan & Norton in 1992 is a multidimensional holistic approach to organizational performance evaluation and control. It is a break-off from the traditional financial indicators of assessing the performance of an organization in any service sector. BSC is an acceptable management accounting tool that encompasses both financial and non-financial performance measurements and will examine the past and future performances of the organization respectively (Nisha, 2017). The primary objective of this model is to translate the vision and mission of the organizational into actionable set of performance indicators, a framework for evaluation the company's strategy and management system (Mišankováa & Kočišová, 2014). This review of the company performance is based on four perspectives; the financial perspective, customer perspective; learning and growth perspective and lastly the internal perspective. The model can be viewed as a cause-effect relationship between the four perspectives with the financial perspective as the end point to which all other perspectives are directed at.

The financial perspectives is a placed at the top and considered to be more important compared to the other perspectives. The customer perspective advances of how the organization should appear to the customers. The measures in the customer perspective include; market share; customer retention, customer satisfaction and customer value proposition on product attributes. The third perspective; internal perspective requires that business entity conduct research and development to come up with new or improved goods and service for creation of more customer value. Finally the learning and growth perspective depicts the intangibles such as culture, teamwork, information and organizational human capital. These are measured by employee satisfaction, employee turnover, trainings and knowledge systems (Fadhl Al-Hosaini & Sofian, 2015). The BSC model therefore proposes an opportunity for management on how an action in any of the perspectives can have a domino effect on performance of the organization (Kaplan & Norton,1992; Nisha, 2017).

The BSC not only reminds the management on other metrics besides the financial measurement but also emphasizes on the importance of tracking the product quality. The proponents of the BSC model, Horvath & Partner's (2002) suggest main reasons for its implementation in an organization to include: the need to simplify the planning process, the need for transparent reporting, the need to enforce the organization vision and mission and the need to critic the classical indicators of performance. Just as the name suggest "balance" it is as cohesion of the mutual perspectives to which a change or improvement of one perspective does not obscure another perspective. There should be an equilibrium at all times between financial and non-financial criteria, long term and short term organization objectives and internal and external perspectives. Financial measures of performance have been dominating into a number of business sectors like manufacturing, distribution and transport among others. In order to have a 360 degree view the pharmaceutical firm performance and eliminate possible report bias on the company performance. We use the balance scorecard to perceive the true past and current performance of the organizations.

Resource Based View Theory

The RBV theory is a managerial framework used to determine strategic resources in an organization with potential to gain a competitive advantage over rival firms. Barney's (1991) work has been widely cited as the pillar for the RBV theory development, which focusses on management's attention to the firm's internal resources in an effort to utilize them effectively and efficiently to deliver a superior competitive advantage. The model assumes that the firm is heterogeneous in respect to the strategic resources it controls within an industry and secondly that the resources are not perfectly mobile across the organizations. Four empirical indicators of the resources for a potential firm to sustain a competitive advantage are; value, rareness, imitability and substitutability (Barney, 1991). According to Jurevicius (2013), the supporters of this view, it more prudent that organizations look from the inside to find the source of competitive advantage rather than looking at competitive environment for it.

The firm's success is a function of various factors (internal and external) which are a source of its sustainable competitive advantage. This perspective perceives the organizational resources to be the greatest determinants of strategy management and implementation. It argues that implementations are likely to succeed if there exists a high degree of connectivity between the already available resources and the processes to be instituted (Kimencu & Ragui, 2014). The unique human touch in business processes is monumental in achieving the intended outcome. This RBV theory acts as a beacon for understanding the effects of the different resources, tangible and non-tangible within the pharmaceuticals organization and their influence on its performance.

Leadership Theory/Styles

According to Sanders and Davy (2011), Leadership theories have evolved from late 19th century and clustered in a chronological order as ; trait theories, behavioral theories, contingency theories, transactional theories and transformational (contemporary) theories. The trait theory depended on the human trait or character possessed by leader as a mark of their performance. Three elements (people focus, task focus and development focus) are evident in these theories and have been used as measures of leadership effectiveness (Olaka, 2017). Whilst the organization operates in a fluid environment; contingent factors in a given situation serve as pillar of the leader's behaviour, hence the contingency theory. Similarly, the contemporary theories extend the transactional theories to incorporate changes of the organization (Sanders & Davey, 2011). There are several approaches to leadership. The strategic approach allow a leader to envision the future and develop tactics on how to get there on time. The human resource approach leader, is people oriented and for every critical decision made, employees are actively involved. For an expertise approach, the leader has power and champions their expertise and uses it as a focal point of all decisions. Other approaches are the Box and Change approach. Here leaders develops policies, structures within which outcomes are expected and are viewed as change agents within the organization respectively (Gitonga, 2016). Although measurement of organizational leadership is not an easy; leadership practices have a significant impact on company performance. This theory is a guide on how to objectively assess organizational leadership within the pharmaceutical industry hence its relevance.

McKinsey 7S Model

The McKinsey 7S framework was a brain child of two consultants; Tom Peters and Robert Waterman then working at McKinsey & Company in the early 1980's. It is a comprehensive and versatile strategy implementation approach solely focused on the 7 internal company factors. The factors are interdependent and may be categorized as either "hard" or "soft" elements (Mišankováa & Kočišová, 2014).

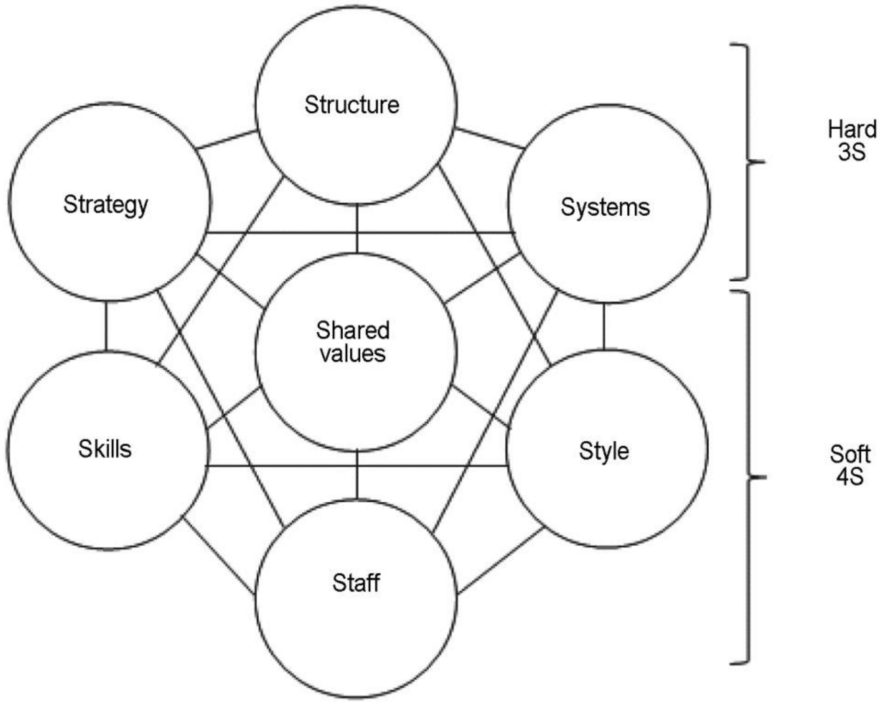

Figure: The McKinsey 7S Model

(*Source:* Mallya, T., 2007)

The "hard" elements; Strategy, Structure and Systems are easier to define and the organization management has direct influence over them. On contrary the "soft" element; Shared values, Skills, Style and Staff are more difficult to describe, less tangible and more company culture influenced. Placing of shared values in the center of the model emphasizes that values are a core to development of other elements. This is why the organization was originally created and what it stands for. As values change so do all other elements.

All the elements are mutually reinforcing and of equal importance for the company success. The McKinsey 7S model has been successfully deployed in various business sectors to: improve the performance of the organization; determine how best to implement a proposed strategy; align processes with the functional departments during mergers and acquisitions and assess the effects of future changes within the company. When the model fails to work in any given organization, there is usually an inter-conflict between the elements which requires prior harmonization to proceed to outlined objectives and values. Experience of companies have demonstrated that the elements support strategy implementation contributing to long tem success of the company (Mišankováa & Kočišová, 2014). This model recommendations are important in explaining the intrarelationship between factors that complement each other to influence the performance of the pharmaceutical organizations.

Organizational Culture Model

Culture is a collection of fundamental values and attitudes commonly shared by members of a group, that eventual lead to a set of expected behaviour standards for all members. In organizations employees and other stakeholders develop the values and norms over time collectively in line with the organizational goals (Kimencu & Ragui, 2014). In the words of organizational culture guru Edgar Schein; it refers to values, beliefs, ideologies and polices followed in the organization. They are not adopted in a single day but in course of time as employees go through their normal activities and adapt to external problems (Juneja, 2018). Schein (1992), theorized that there are three levels in organization culture. The artifacts; which includes things that can be seen, heard and felt by employees collectively such as mission, vision and dress code. Secondly are the values; they are intangible and defines the mindset of the employees associated with particular organization. Such values are; professionalism, integrity, teamwork and efficiency. The third and last level, assumed values which are belief and facts that stay hidden and do affect the culture within the firm.

Psychologist Dr. Geert Hofstede studied employees of IBM in more than 50 countries and developed a cultural dimensions model in the 1970s. It is drawn from a framework of values, deep assumptions and guiding morality that are not easy to see or change (Hofstede & Minkov, 2010). Although Hofstede's research focuses solely on IBM employees, the patterns observed are those of national differences, which minimizes the impact on company culture. According to Hofstede et al., the six dimensions are projected on a 100-point scale of measurement and could be used to differentiate one culture form another. The scoring of the dimensions points at values of the dominate culture within a nation. The Power Distance Index (PDI) refers to the degree of inequality that exists between people with and without power. A high PDI score illustrate a society that accepts unequal power distribution and a people that understand their place in the system. A second dimension is the Individualism versus Collectivism (IDV). It points out the affection people have with others within their community. Low scoring IDV reflects a society with strong interpersonal connection with people taking responsibility for others actions and outcome. Masculine societies require one to be assertive and the roles overlap between the genders kept at a minimum with modesty perceived as virtue in feminine societies. This is as perceived in the Masculinity versus Femininity (MAS) dimension. The Uncertainty Avoidance Index (UAI); describes how well people can cope with anxiety. High scoring societies attempt to make life as predictable and controllable as possible. Originally described as Pragmatic vs Normative, the Long versus Short Term Orientation displayed the time horizon of planning with long-term orientation being pragmatic, modest and thriftier. Lastly is the Indulgence versus Restraint (IVR) where societies with low IVR score emphasize on suppressing gratification and regulate more on peoples conduct, behavior and there is more strict social norms (Hofstede & Minkov, 2010).

Different approaches can be employed on organizational culture. Martin, (1992); came up with three theoretical perspectives on organizational cultures. Her work is an important contribution to study of culture as it captures the practical realities of organization existence. These perspectives are “Differentiation” “Fragmentation” and “Integration”. All these express different global views and hence draw diverse pros and cons with neither of them being right or wrong. The integration perspective is described by a realm where all is clear and ambiguity is excluded; with cultural aspects that are consistent and reinforcing each other. On contrary; the differentiation perspective focusses on the lack of consensus that is inevitable present within organizations. It is characterized by subcultural consensus, inconsistency and ambiguity. Finally, the fragmentation perspective views organization to be in constant state of change. This is exhibited by complexity of relationships among manifestations, consensus is transient and interpretations that do not coalesce into a stable consensus (Harris & Ogboma,1998; Martin,1992; Maximini,2015).Strategy implementation therefore demands a clear understanding and diagnosing of the cultural values of the organization and setting about to change them hence the need for these cultural theories.

EMPIRICAL REVIEW

Leadership and Organization Performance

Effective leadership is a key component the organization success or failure when analyzing factors that lead to the firm’s success. The assessment of leadership effectiveness is not easily conceptualized. It is viewed as an outcome when individuals in leadership positions are able to influence and impact on a group of employees to perform their tasks with positive organizational outcomes (Madanchian, et al 2017). There are therefore diverse and plentiful theories and empirical research on ways to evaluate the leader’s effectiveness. According to Bennis, the most prevalent measure of leader effectiveness is by evaluating the consequences of their actions. For example, a leader will be considered effective is he is able to institutionalize a change, by being acceptable among the employees within the organization.

There can be no successful change implementation if the leadership is not in tandem with the changes planned within the organization. Organizations require leaders who doubles both as a manager and a politician, so as to prepare and influence all stakeholders to accept the changes. The leaders should be able to introduce change and reinforce it i.e. freeze, introduce and refreeze. The leadership styles instituted in the public or private organizations have a either positive or negative correlation with their performance.

Aboramadan et al (2016) studied the strategic management practices as a key determinant of the NGO’s performance. This was a correlational survey on large and active NGO’s operationing within the Palestinian Territories. Although it was demonstrated that NGO’s that institutionalized better strategic management practices delivered their services and projects more successfully. There is still an evidence and population gap due to possible reporting and sample selection bias on performance of the NGO’s. Olaka (2017) investigated the strategic leadership implementation influence on the performance of commercial banks in Kenya. This encompassed both public and private banks using the causal –explanatory research design. This study was limited to one of the contributors of organizational performance, which may distort the real picture of performance within the banking industry in Kenya. Kariithi & Ragui (2018) descriptive research assesed strategic implementation practices on performance of Huduma centres in Kenya, government run service centers. There evidence of positive relationship between leadership and the centres performance. Unfornatunately the article is limited to public organization and did not have a leadership theory to act as a guide on assessment of leadership. Elsewhere in a geographically located study limited to Iran SMEs by Changiz (2011) found that leadership is major factor in enhancing the Iranian manufacturing SMEs performance.

Employee Development and Organization Performance

Human capital is the know-how of the entire work force for an organization and a most vital resource, as most of the processes require human intervention (Kimencu & Ragui, 2014; Olaka, 2017). It is imperative that employees with appropriate matching skills are hired. According to Jurevicius (2013) and Rothaermel (2012); 30 - 45% of the organization performance can be attributed to the RBV effect whilst 20% by the industry view effect. Therefore to achieve better organizational performance, investing in hiring, training and motivating employees is required. Human element is essential in the strategy implementation as it will involve both the managers and employees. Developing human and social capital while maintaining internally these core competencies (special knowledge, skills and technological know-how) gives an organizational a competitive edge over rivals and subsequently better performance (Awino, 2011; Olaka, 2017).

Nkatha and Waithaka (2018) assessed the effect of employees training on Embu county performance which showed a positive relationship. The study advocated for allocation of more funds for employeee training in order to improve on the county performance. There was a knowlegde gap created by the Embu County study; as to what other HRM factors may influnce the performanace of the organization. Employee performance is dependent on job satsisfcation and subsequently affect the organization performance. Otera and Wainaina (2018) observed that employee performance was dependant on several dimensions of job satifaction: organizational commitment, renumerations, personal fulfillment among other things in the telecommunication industry in Kenya. There lack a connection between the study primanry endpoint employee performance and final outcome organization performance. Likewise Waiganjo, et al (2012) unilaterally assessed strategic HRM impact on organizational performance in both micro and macro business environment through a systemanic review. Strategy implemantation has not always been successful. In the Karanja (2014) study on strategy implemanttion practices and organization performance in commercial banks in Kenya ; there was a hiderance to this implementation. It was established that lack of proper communication within the organization and inadequate committment by senior managers were the main cause. The study proposed a comparative study in either banking or other business sectors indicating a practical-knowledge gap.

Communication, Technologies and Organization Performance

Communication is an important facet in strategic management process. Communication from senior management is a powerful leverage for gaining employees commitment to strategy implementation and the need to improve the organization performance. The organization communication apparatus defines the channels of communication, feedback systems and forms of communication, which are defined by the company structures and infrastructure, size, industry among others (Kimencu & Ragui, 2014).The various communication systems existing within the different commercial banks in Kenya contributed to 49.6% of the variations in the strategic implementation performance among other key drivers. Interpersonal relations are inevitable within organizations and may lead to cooperation, unity or strifes since employees are in constant communication. The poor conflict resolution structure within a telecommunication company in Kenya severely affected the performance of both the employees and organization (Otera & Wainaina, 2018).

Obiero (2018) evaluated the strategy implementation effects on the performance of government parastal Kenya Revenue Authority (KRA) and found that strategic communication alongside adequate resource allocation and supervision of employees had significantly improved the organization performance. Although the KRA performance was dependent on a myriad of independent variables in the Obiero study; this study uses a different set of predictor variables to evaluate private organizational performance in the pharmaceutical industry. Strategies can only be effectively institutionalized if they are clearly written and communicated to all employees in time. Nairobi County realized that banks listed in the Nairobi Stock Exchange (NSE) had invested heavily in innovation and communication systems. Subsequently these banks reported increasing profits over five years. There is an evidence gap to be addressed on the performance of none NSE listed companies. Njihia and Mwirigi(2014) and Kiiyuru(2014) studies designed and limited to the banking sector in kenya found that top management support and frequent communication to employees resulted to user acceptance of the communication systems such as the ERP system within the commercial banks which led to improved organizational performance. Also technological innovations within the commercial banks in Kenya have significantly improved their performance.

Organizational Culture and Organization Performance

The organizational culture is based on the shared values as defined in the McKinsey framework which creates a propensity for individuals within an organization to behave in certain ways. Lack of trust is one of the major cultural problem amongst the American managers usually resulting to inadequate information sharing between individuals or departments responsible for strategy implementation. The domination of lack of long term orientation is also a cultural problem within many companies that affect the performance (Čater, & Pučko,, 2010). Firms have to afford a culture that allow them to fit into opportunities and challenges within which they operate and draw a competitive advantage over rivals (Olaka, 2017). Strategy implementation require infiltration into the corporate culture all through the entire firm. Adaptive cultures have a positive correlation with organizational performance and a negative relationship with organizational structures as illustrated in the Kenya banking industry (Waititu, 2016). Unlike decentralized structures of power, centralized hinder effective strategy change implementation of the organization giving opportunity to rivals who are highly adaptive (Kariithi & Ragui, 2018).

Olaka (2017) and Waititu (2016) studies were designed to study the performance of commercial banks in Kenya; whilst Aboramadan and Borgonovi (2016) evalauted performance of NGO's in the Palestinian Territories. All these studies evalauated the relationship between organizartional culutre such as core values, beliefs, norms among others and organization performance. It was evident that a good supportive culture led to improved organization performance and higher profits for the banks. As these studies were limited to a certain business sector: banking and NGO's, it is prudent to assess the effects of organization culture in healthcare industry.

Organizational Performance

There is no performance devoid of target objectives, so clearly defined analysis is required to determine the correct performance of an organization. The firm measurement of performance can be based on both quantitative and qualitative indicators. Other categories of measurement are financial, non-financial, tangible or non-tangible (Awino, 2011; Hashem, 2015).Generally, most firm tend to focus on their own internal performance that is concern with efficiency and reported in the balance scorecard and the financial books such as profits and share value. The goals and indicators of BSC allow the review of company performance based on four perspectives: the customer perspective, internal perspective, learning &growth perspercetive and finacial perpective (Mišankováa & Kočišová, 2014).Depending on the organizations mission and objectives, the performance of an individual firm may be is evalauted diffrenetly from another. In asssessing the statregy implementation and performance of KRA, only financial targets and revenues were used (Obiero, 2018). Waititu (2016) used the profit before tax as the mesurement index of the commercial banks performance. There is a lacuna in assessmnet of the firm's performance that ought to be covered in order to a full view of the actual performace.

RESEARCH METHODOLOGY

This study adopted a non-experimental descriptive and explanatory research design using a cross-sectional survey. The target population was derived from the Pharmacy and Poisons Board (PPB) statistics on pharmacy practice in Kenya, and there are about 40 licensed pharmaceutical manufacturing firms. Two managers in each of the randomly selected pharmaceutical firm participated. They comprised of the functional managers or heads such as; Finance, Human Resource, Marketing & Sales, Corporate Communications, Regulatory affairs and Operations. The study's sample size was then 80 functional managers. To ensure equal opportunity for participation of the firms in the study; simple random sampling probability technique was employed. Primary data was collected using semi-structured, self-administered questionnaires. The questionnaires captured the socio-demographic of the respondents, basic pharmaceutical firm information, the predictor (independent) variables as well as the outcome (dependent) variable. The questionnaire was pretested on three pharmaceutical firms to detect weakness in the instrumentation as well as design. This supported in ascertaining the instruments reliability, validity and also ensuring uniform interpretability and understanding of the questions. The questionnaires were electronically mailed to the firms Managing Director/CEO accompanied with the transmittal letter. The letter explained the study importance and guaranteed confidentiality of the information provided by the participating firm. Similarly, it allowed the CEO to delegate to two managers within the firm to respond to the questionnaire given their busy schedule. Filled questionnaires were received by the researcher within two weeks from date of receipt by the firm. Data was checked for completeness, coded, entered and cleaned using the 2010 Microsoft Excel and then exported to Statistical Package for Social Sciences (SPSS) Version 16 for analysis. Descriptive statistics were summarized and presented in frequency tables, measures of central tendency and dispersion, pie charts and histograms. Qualitative data was analyzed by content analysis and presented in prose form. To determine the relationship between the categorized organization performance and the individual predictor variables, non-parametric tests of were used. For mathematical modelling which assessed all independent variables impact on the organization performance, a multivariate regression model was used in the below format.

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

Where: Y = Performance of the pharmaceutical firm; α = The constant; X_1, X_2, X_3, X_4 = the predictor variable (Leadership, HRM, Communication and Culture); β_1, β_2, β_3, β_4 = Regression coefficient of the predictor variable; e =error term

RESEARCH RESULTS

The study was developed an objective of establishing the effects of strategy implementation practices on the performance of pharmaceutical firms in Kenya. From this perspective only four predictor variables were assessed for this relationship with the dependent variable; the organization performance. The study attained an excellent response rate of 80% giving a sufficient power to answer the research questions. Bivariate analysis with non-parametric tests were used to answer the specific objectives for establishing each independent variable effect on organization performance.

Organization Leadership Practices and Organization Performance

Leadership effectiveness is approximated by an impact it has on the organization performance following a leader's action taken. In this study there were no high levels of inequality between centers of power and those without. It is assumed that, a conducive working environment for mentorship, training as well as good leadership led to better organization performance. Leadership practices were significantly ($p=0.007$) related to organization performance within the pharmaceutical industry. Elsewhere, the difference in performance of commercial banks in Kenya

(Karanja, 2014; Olaka, 2017) and public Health institutions in Mandera County (Issack & Muathe, 2017) was attributed to the varied leadership styles and other leadership related practices.

Human Resource Management Practices and Organization Performance

Employee's development is essential in increasing the employees output in their areas of operation. The study reported the existence of continuous training of all employees in their area of specialization as defined by their job descriptions. According to Rothaermel, (2012); thirty to forty percent of cumulative organization performance is attributed to human resource. Similarly Awino (2011) in his study of supply chain management in large private manufacturing firms in Kenya realized that organizational performance was consequently better when human capital was developed whilst keeping the core competencies in line with the strategy implementation. This study demonstrated a significant relationship ($p=0.017$) between human resource practice elements with organization performance. It is complemented by other publications on the impact of employee mentorship, continous training and rewarding on organization performance (Nkatha & Waithaka, 2018; Waiganjo, Mukulu, & Kahiri, 2012).

Organization Communication Practices and Organization Performance

Majority of the organizations endorsed the importance of good communication channels for stakeholder management both within and outside the company. Respondents confirmed the existence of infrastructural investments dedicated to communication and technologies within the organization. There was a statistically significant relationship between organization communication practices with organization performance ($p=0.030$). Njihia & Mwirigi (2014) found that 49.6% of strategy implementation performance variation within the banking industry in Kenya was associated with the communication and technological systems being used. Lack of conflict resolution channels within the organization may adversely affect its performance as seen of a telecommunication company in Kenya (Otera & Wainaina, 2018).

Organization Cultural Practices and Organization Performance

The pharmaceutical industry of Kenya is multicultural with employees drawn locally and internationally. This however was a non- issues according to the respondents as majority of the companies are family owned with centers of power maintained by the shareholders. The cultural practices were not statistically significantly ($p=0.199$) related to organization performance. The diminished adaptive culture within the pharmaceutical firms due to legal restrictions as well as centralized centers of power meant that the change implementation would take time. According to Olaka (2017), to draw a competitive advantage over your rivals an organization should have a culture that allow it fit into opportunities and challenges within a short time. Adaptive cultures within the Kenya banking industry have shown a positive correlation with organization performance and a negative relationship with complex organizational structures (Waititu, 2016).

INFERENTIAL STATISTICS

The dependent outcome, organization performance was dichotomized based on the composite mean score of 3.84 (SD 0.547) into poor and better organization performance. However, the independent variables were categorized into three levels; poor, fair and good. To assess the relationship between the organization performance and the individual predictor variables, non-parametric tests of were used. These were the Chi-Square(X2) or Fisher's exact test for categorical variables.

Table 1: Effects of Strategic Implementation Practices on Organization Performance

Independent variable	Organization Performance No. (%) Poor Performance (n=21)	Good Performance (n=19)	Total (N= 40)	*p-value*
Leadership Practices†				**0.007***
Poor	1 (2.5)	0 (0)	1 (2.5)	
Fair	17 (42.5)	8 (20.0)	25 (62.5)	
Good	3 (7.5)	11 (27.5)	14 (35.0)	
HRM Practices†				**0.017***
Poor	3 (7.5)	0 (0)	3 (7.5)	
Fair	13 (32.5)	7 (17.5)	20 (50.0)	
Good	5 (12.5)	12 (30.0)	17 (42.5)	
Communication Practices				**0.030***
Poor	3 (7.5)	2 (5.0)	5 (12.5)	
Fair	11 (27.5)	3 (7.5)	14 (35.0)	
Good	7 (17.5)	14 (35.0)	21 (52.5)	
Cultural Practices				**0.199**
Poor	5 (12.5)	2 (5.0)	7 (17.5)	
Fair	16 (40.0)	15 (37.5)	31 (77.5)	
Good	0 (0)	2 (5.0)	2 (5.0)	

†Evaluated by Fischer's Exact test
*Significance at p<0.05

Predictor variables statistically significant at 5% and those with an association of *p-value* less than *0.2* in the bivariate analysis were included in the multivariate logistic regression model. The factors were; Organizational leadership practice (*p=0.007)*, Organizational HRM practices (*p= 0.017*), Organizational communication practices (*p=0.030)* and Organizational cultural practices (*p=0.199)*. Prior to the modelling, diagnostic tests for regression were tested for compliance and assumptions adopted. The mathematical model was developed with four predictor variables.

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

Where: Y= Performance of the pharmaceutical firm; α = The constant; X_1, X_2, X_3, X_4 = the predictor variable; Leadership, HRM, Communication and Culture respectively; β_1, β_2, β_3, β_4 = Regression coefficient of the predictor variable.

The study final model is

$$Y = 3.631 + 1.642X_1 + 1.363X_2 + 0.516X_3 + 0.265X_4$$

The model was assessed for it fitness in predicting the organizational performance. It was evident that there was a significant difference in the -2 log likelihood (*p=0.016)* when the four predictor variables are included in the model viz the intercept only.

Table 2: Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	p-value
Intercept Only	29.784			
Final	17.600	12.184	4	0.016

Link function: Logit.

The model goodness of fit was checked using the Hosmer-Lemeshow or Pearson's test of goodness of fit. A good model gives a non-significant Chi-Square. The research model developed with the data collected in this study met the requirement of a good model a seen in the below table of goodness of fit with a non-significant Chi-Square, X^2= 5.771(p=0.673).

Table 3: Goodness of Fit

Goodness-of-Fit	Chi-Square	df	p-value
Pearson	5.771	8	**0.673**
Deviance	7.421	8	0.492

Link function: Logit.

DISCUSSION OF FINDINGS

Organizational leadership significantly affects the performance of the firm. Good leadership diffuses tensions that are likely to coexist between employees within the organization, thereby promotion a sociable working environment. Notably, more than 67% of the firms had simple organizational structures which immensely reduced the power distance and inequality between the employees with and without power. Unlike simple organization structures, complex hierarchical structure have a negative correlation with organization performance (Waititu, 2016). Despite the fact that most respondents disagreed to having one supervisor to report, majority reiterated that their supervisors were supportive mentors and coaches who would give guidance. Effective leadership produces a positive organization performance by influencing the employees to work towards the strategy target (Madanchian, et al 2017). This study showed that a unit change in leadership would significantly result to an organizational performance change by a factor of 1.642.

The HRM practices were significant in predicting the firm's performance. It was noted that on the RBV theory human capital forms a key pillar in the delivery of the organization target goals. Firms therefore are required to have sufficiently skilled employees. There was a significant relationship between the firm's work force and the years of operation with 73% of the firms having operated in Kenya for more than 5years. In the performance model when other factors are kept constant, a unit change in the HRM practices will result to 1.363, (36.3%) folds increase in the firm's performance.

Communication practice paramater in the study was assesssed using seven elements. More than 70% of the respondents agreed to the statements resulting to a significant factor associated to firm performance when indivudually assessed. Although effective communication is paramount for startegy implemenattion and also tool to allow continous reporting and feedback, in the regression model a coefficient of 0.516 was reported in this study. This is about 51% change in performance for every unit change in communication practice whilst keeping other factors constant. Publsihed articles on commercial banks in Kenya attribute 49.6% of the variations in the strategic implementation performance to the organization communicaion practices (Njihia & Mwirigi, 2014; Waititu, 2016). Likewise technological advancement and innovations for peer to peer interactions were higly embraced by the respondents and have also shown to have led to improved performance in the banking industry (Kiiyuru, 2014).

Although there was no statistically significant effect of Cultural practice on the organization performance at the bivariate level. It was included in the regressions model given the supporting literature of its effect on performance and the interelatedeness to other elements as theorized in the McKinsey 7S model (Olaka, 2017; Mišankováa & Kočišová, 2014). Albeit, the cultural diverse work force in the pharamceutical industry, there was minimal perceivable culural diffrence and with no tasks restricted to either of the gender. Many of the respondents concurred in the ability of company to accept and adapt to changes as well as the decentralization of power given the simple organizations structure in the firms. According to Olaka (2017), firms that can afford adapative culture allows the organizationa to quickly operate and draw competitive advantage over their rivals. This adaptive culture has shown a positive correleation to performance in the Kenyan banking industry (Kariithi & Ragui 2018; Waititu, 2016).

The organizational performance was evaluated by multifaceted approach in order to have a holistic view of the firm. This digress from the traditional key financial indicators such as profits and margins of an organization in any service sector. 47.5% of the reported that their firms had a better organization performance than their peers. A balance scorecard allows a 360 degree view of the firm's performance for both financial and non-financial performance measurement thereby minimizing reporting bias if a single parameter was used (Kaplan & Norton, 1992). The predictor variables, Organizational leadership practice, Organizational HRM practice and Organizational communication practices were statistically significant at $p \leq 0.05$ with exception of Organizational cultural practices at p=0.199. The final regression model was significant indicating the positive effect of the predictor variables in determining the Kenya pharmaceutical firm's general performance. According to Hambrick & Canella, (1989); the success of the strategies is dependent on the successful implementation of the organization practices. The practices are interrelated and none can be implemented solely, hence a multidimensional implementation approach. In this the study it was evident that firms with fair to good practices reported a better organizational performance than their peers.

CONCLUSION

Only three independent factors at a p-value ≤ 0.05 with the exception of the Organizational Cultural practices (p=0.199) exhibited a statistical significant effect on organization performance at the bivariate analysis level. As neither of independent variable operates in a vacuum; we included all the variables in the multivariate analysis to assess individual factors effect on the organization performance with other factors at play. The regression model was checked for its goodness in predicting the organization performance. The model had a significant model fitting information (p= 0.016) and non-significant Goodness of fitness Chi-Square (p= 0.673). This indicated a reliable model that can significantly predict the performance of pharmaceutical firms in Kenya.

From the regression modelling, the independent variables were categorized in to three ordinal levels: poor, fair and good. This means that a unit change in one of the predictor variable while others are kept constant, the organization performance would change positively or negatively by a quantity equivalent to the coefficient of the changing variable. The organization leadership had the highest impact on the organization performance of up to 1.642 times, human resource management practices at 1.363, organization communication practices at 0.516, whereas organization cultural practices had the least effect on the performance of 0.265. It was evident that the performance of an organization is not dependent on a singular independent variable; hence a multifaceted approach is therefore required to achieve a better organization performance.

RECOMMENDATIONS

The study showed the importance of multidimensional approach to improving the organizational performance. Firms should institute practices that are key towards the accomplishment of the organization objectives, mission and vison. The leadership practices were instrumental in defining the success of strategy implementation. The leaders give the organization direction and with simple organization structures there is always hope for better performance. Depending on the size of the organization simple organograms are preferred to diffuse centralized centers of power and allow brainstorming prior to decision making. To secure future success, the top management within the organizations have to implement a mentorship program on leadership as part of succession plan. On human resource management practices, institutional memory is key for continuous improvement as it allows trending of the organization activities geared towards the overall performance. The memory is achieved in an organization by acquisition, training and keeping of talents. The organization has to ensure that the employees are well taken care of to avoid high employee's turnover and so reduce training costs of newcomers as well remain competitive against its rivals. Proper management of the human capital promotes an employee performance bringing out the best of each of them and subsequently the organization performance.

In the fast changing environment of information and technology, adequate investments have to be allocated to ensure that communication with stakeholders is kept at an optimum. The customer feedback is key. This may be achieved by having user friendly communication system and applications which allow adequate communication and interactions in real time. Cultural practices within the organization are absorbed after sometime. Bearing in mind the diverse races in Kenya, practices to be instituted in the organizations have to be in line with the population's ethical and moral practices. It is recommended that organizations develop a code of conduct which guides the behaviour within the firm and is of no exception to any employee.

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