

**STRATEGIC PLAN IMPLEMENTATION AND ORGANIZATIONAL  
PERFORMANCE OF NATIONAL SOCIAL SECURITY FUND IN KENYA**

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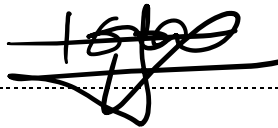
**D53/CTY/PT/25753/2018**

**RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS,  
ECONOMICS AND TOURISM IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR AWARD OF THE MASTER OF BUSINESS  
ADMINISTRATION (STRATEGIC MANAGEMENT) OF KENYATTA  
UNIVERSITY**

**JUNE 2023**

## DECLARATION

This research project is my original work and has not been submitted for a degree in any other university.

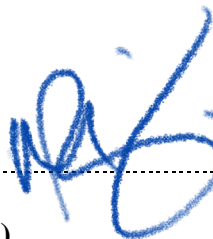
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## **DEDICATION**

This research project is dedicated specifically to my family members for their love, encouragement, and support throughout my studies.

## **ACKNOWLEDGEMENTS**

My gratitude goes to my wife Babra, my parents, and the entire family for their assistance in completing this study endeavor, both monetarily and morally.

This research project has been supervised by Dr. Mary Ragui who has been a great source of guidance for me.

Also, I would like to thank my friends and colleagues for their encouragement in pursuing this research.

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## OPERATIONAL DEFINITION OF TERMS

<b>Organization culture:</b>	This is a set of values, beliefs, and norms that are shared throughout an organization.
<b>Pension Fund:</b>	Refers to a registered fund that collects pension contributions from sponsors, invests the funds in one pool to be paid out as a pension benefit when the members retire.
<b>Plan implementation:</b>	Refers to the act of outlining the steps the team should take when accomplishing a shared goal or objective.
<b>Strategic articulation:</b>	Refers to the organizational infrastructure that supports and develops the strategic approach.
<b>Strategic communication:</b>	Refers to the deliberate application of communication by a company to achieve its strategic objectives.
<b>Strategic plan:</b>	Is a document that is used to share with the organization the organization's objectives, the steps required to accomplish those objectives, and all other crucial details created throughout the planning process.
<b>Strategic resourcing:</b>	This is the matching of personnel to the organization's strategic and operational needs and making sure all available resources are utilized.

## ACRONYMS AND ABBREVIATIONS

<b>ANOVA</b>	Analysis of variance
<b>AWARD</b>	African Women in Agricultural Research and Development
<b>BSC</b>	Balanced Score Card
<b>CACGR</b>	Compound Annual Growth Rate
<b>COVID-19</b>	Coronavirus disease caused by the SARS-CoV-2 virus.
<b>GDP</b>	Gross Domestic Product
<b>IBM</b>	International Business Machines Corporation
<b>KEBS</b>	Kenya Bureau of Standards
<b>KPI</b>	Key Performance Indicators
<b>NACOSTI</b>	National Commission for Science, Technology, and Innovation
<b>NSSF</b>	National Social Security Fund
<b>OECD</b>	Organization for Economic Cooperation and Development
<b>PMS</b>	Performance Management System
<b>RBA</b>	Retirement Benefits Authority
<b>RBV</b>	Resource Based View
<b>S&amp;P 500</b>	Standard and Poor's 500 stock market index in the United States
<b>SPSS</b>	Statistical Package for Social Science
<b>USA</b>	United States of America

## ABSTRACT

Putting the developed strategy plan into practice is referred to as strategic plan implementation. In addition to gathering assets, it involves motivating employees to accomplish goals. An intolerably high percentage of strategic plan implementation failure has been observed by pension funds. This is largely to blame for Kenyan pension funds experiencing a decline in both fixed income and offshore returns in the first quarter of 2020, which were 2.9% and 1.9%, respectively, as opposed to 3.3% and 10.2% in the preceding quarter. NSSF hasn't been able to meet its goals despite putting the strategic plan into practice. For instance, in comparison to the members' contribution in the prior year, member contributions decreased by 2% in 2021. The general objective of the study is to assess how well the National Social Security Fund has executed its strategic plan. Determine the impact of organizational culture, strategic articulation, strategic communication, and strategic resource allocation on organizational performance are the specific goals. The study's findings would be helpful to regulators, policy makers, academics, and other researchers. In the study, Resource Based View Theory, McKinsey 7s Theory of Performance, and the McKinsey 7s Model were analyzed as theoretical pillars. Specifically, the investigation focused on the National Social Security Fund's management team. A cross-sectional design was employed in the study. The sample size, as determined by Slovin's statistical method, was 36 individuals. Proportions of the sample were distributed using stratified random sampling. A semi-structured questionnaire was used to collect primary data, while secondary data was obtained from journal articles and NSSF performance reports. To assess the data tools' validity and internal consistency, a pilot test was conducted. Data from the survey were analysed quantitatively using the Statistical Package for Social Sciences version 26. Descriptive statistics, multiple regression analysis, and correlation analysis were performed on the data. Charts and frequency tables were used to present the results as necessary. The study findings revealed that strategic resource allocation, organizational culture, strategic articulation, and strategic communication were positively related to organizational performance. Further, the regression model was found to be significant with model validity significance less than 0.05. Organization performance is moderately related to the implementation of strategic plans (R) in the model summary. The study concludes that based on the overall mean for strategic resource allocation, NSSF practice of strategic resource allocation is moderate. The study concludes that based on the overall mean for organization culture, pension fund practice of organization culture is moderate. The study concludes that based on the overall mean for strategic articulation, pension fund practice of strategic articulation is moderate. The study concludes that based on the overall mean for strategic communication, pension fund practice of strategic communication is large extent. The study advocates that the management of NSSF ought to ensure time allocation of funds to facilitate strategic plans implementation. The pension fund managers should deploy technological resources during the strategic plan's execution. This would ensure success in the execution process. In addition, the organization should provide continuous training to its employees on how to carry out strategic plans and the management should avail necessary physical resources to assist in implementing strategic plans.

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background of the Study**

Business habitats are changing more rapidly than ever before around the world. The dynamics of the business environment are to blame for this sudden transition (Tajeddini, Altinay, & Ratten, 2017). Businesses must be highly productive, quick, and flexible to meet the demands of today's corporate climate and the ever-changing global economy. Many established organizations, including pension funds, are aware of the need to build sustainable competitiveness to compete with and outperform their rivals (Bikker & Drew, 2009). There are several ways for a company to gain an edge over competitors, including entering new markets, developing new business models, or even implementing strategic plans (Suoto, 2018). Organizations must apply strategy in an efficient and effective manner to attain the desired efficiency and effectiveness.

The current state of global competition is complex, dynamic, and largely unpredictable (Chebet, 2017). Despite the considerable attention given to how strategic plans should be created to address this unprecedented level of change, little consideration has been given to the implementation of strategic plans in the context of the performance of pension funds. A median of 8% was used in 2009 by pension funds to guide investment decisions, but 7.25% is used today.

The S&P 500 index fell 34% during the COVID-19 pandemic, which caused pension assets prices to decline. Following the start of 2020, markets drove returns into the black, and by 2021, returns reached 27% on average, the best in over 30 years (S&P Dow Jones). Pension fund returns have, however, decreased consistently this century despite the recent rally, and

several trends indicate that trend will continue. Stock valuations are significantly higher than historical averages, which means future returns will likely decrease as stock prices adjust. Fiscal 2021 should see lower real gross domestic product (GDP) growth as compared to fiscal 2022, according to the Congressional Budget Office. Furthermore, with interest rates at record lows, expectations for returns on fixed-income products like bonds are declining.

There is a striking similarity between state public pension plans throughout the United States in terms of investment methods: In 2019, 52 out of 73 pension funds studied (or more than three quarters) had over half of their assets invested in risky assets between 65% and 80%. In terms of funds allocated to hazardous assets, Alaska's public pension system and West Virginia's conglomerated pension board have the largest allocations, 88% and 53%, respectively (Phew Charitable Trusts, 2021).

Countries in Africa are actively working to improve their pension systems, which frequently entails using funded pension plans run by the private sector more frequently (OECD, 2022). Stewart and Yermo (2009) asserted that few African nations offer some type of pension coverage, but most of these nations lack comprehensive publicly managed pension and social security systems. Low assets under management, investments in short-term assets (mostly government securities), low returns on investments, and stringent regulatory frameworks characterize the pension sector in Sub-Saharan Africa (SSA) (Juergens & Galvani, 2020).

Regionally, the Ugandan pension sector saw a surge in assets attributed to escalating new patrons, a decrease in withdrawals, and strong regional stock market performance. Its assets

increased from Ush16.3 trillion (\$4.5 billion) in December 2020 to Ush16.9 trillion (\$4.7 billion) as of March 2021 (Buswuulwa, 2022).

Locally in Kenya, pension funds underperformed, with a 17.2% decline in June 2020 compared to a 20.84% decline in the year ending in December 2019. Additionally, there were no new corporate bond issuances, and a significant exodus of foreign investors from the stock market during the first half of 2020 enhanced market volatility. Due to the decline in share prices that occurred in the first half of 2020 because of the COVID-19 outbreak, the pension funds' assets lost value (Cytonn, 2022).

### **1.1.1 Strategic Plan Implementation**

An organization's strategic plan serves as a communication tool for communicating its objectives and any other significant aspects that have been established during its strategic planning sessions. Strategic plan implementation is the action of carrying out the established strategy plan. It involves assembling company resources and inspiring personnel to attain aspirations (Ramesh, 2011). While creating a business strategy can be arduous for some managers, implementing that strategy across the company is harder than it seems (Hrebiniak, 2006).

For an organization to be successful, a plan must be developed. A successful performance improvement strategy must be implemented with auspiciousness if the organization is to achieve its goals. Success in implementation is frequently largely dependent on the company's culture. The implementation of strategy involves the creation and maintenance of an organizational culture that supports and accelerates change, from administrative assistants to senior leadership, and the promotion of personal accountability for strategy

execution ownership at every level of the agency (Hrebiniak, 2006). The process of implementing strategy involves creating and maintaining an organizational culture that supports and accelerates change. A strategic plan can help you define the path your business must take and create realistic goals that are connected to the organization's mission. It also enables a business to evaluate how far along it is in the strategic planning process and can provide suggestions for deft decision-making.

One of the strategic plan implementation factors considered in the current study is strategic resourcing, a quantitative approach that details an organization's financial sources and how they will be used over a defined timeframe, often one year. The importance of resource allocation in terms of utilization, sustainability, and the accomplishment of organizational goals was emphasized by Miller (2002). The efficacy of strategic resourcing was evaluated using employee development, technological resources, and financial resources. The organizational architecture that supports, creates, cascades, monitors, and periodically reviews execution of the strategic strategy known as "strategic articulation." Successful organizational development efforts exist in a context of clearly articulated strategy and business objectives. This variable was evaluated using outcome definitions, regular approach reviews, and structural motivation.

A fundamental issue in organization behaviour is the organizational culture, since it plays a crucial role in all elements of organizational behaviour (Ateng, 2009). Organizational culture substantially influences every employee's behaviour, which makes it difficult for a business to shift its strategic direction. The organization culture was measured by idea sharing, innovation and roles clarity measurement metrics.

Through its effect on the personnel involved in implementation, strategic communication directly influences strategy execution. The successful implementation of a strategy may benefit from this vector as communication has become more dynamic and multifaceted (Pereira, Duraó & Santos, 2017). Metrics for communication frequency, policies, and channels were used to gauge this variable.

### **1.1.2 Organizational Performance**

Identifying and measuring key performance indicators determines the performance of an organization. These indicate how well organizations are translating their strategies into successful strategies (Heesen, 2015). Organizational performance, according to Daft (2010), is the capacity of an organization to take advantage of its resources—including skills, equipment, and people—to achieve its objectives in a fruitful way. Flapper, Fortuin, and Stoop (1996) went on to describe it as a system that was well described and used by the organization to carry out its mission.

Several proportions were discovered, including profitability, market worth, and more, as Santos and Brito (2012) examined the performance of the company, particularly its financial performance. Worker and client satisfaction, modernization, value, and status are non-financial elements that influence an organization's performance. Another technique for assessing organizational performance is purposeful measurement, which is biased and dependent on financial factors as demonstrated by internal processes (Haber & Reichel, 2005).

A pension fund can be compared to many other organizations in that it accepts inputs, transforms them into outputs, and distributes those outputs to its stakeholders. Invested funds

and contributions contribute to the value of pension funds and the retirement benefits they provide (Davis, 2005). Efficiencies are described as the amount of financial output a pension fund maximizes through the efficient use of financial resources (Chansarn, 2005). Other types of collective investments, such as pension funds, are aimed at maximizing short-term wealth rather than providing long-term income replacement in retirement. The performance measures for evaluating their performance are like those for assessing other types of investments. Financial ratio analysis is occasionally used in studies on the performance of pension funds (Dulebohn, 1995), or they compare the returns of pension funds to market indices (Stanko, 2002; Bikker and Dreu, 2009). Investment returns, fund market share, administrative cost reduction and contributions received and investment returns were the study's measurement metrics adopted.

### **1.1.3 National Social Security Fund**

A Kenyan government agency known as the National Social Security Fund (NSSF) oversees collecting, holding, investing properly, and allocating retirement funds from the country's official and unofficial economic sectors. Through the Act of Parliament, Cap 258 of Kenyan Laws, NSSF was established in 1965. The Kenyan government owns the fund on behalf of Kenyan employees and businesses. A board of trustees made up of nine people oversees governance. The board of trustees rigorously abides by the NSSF Act while deciding how to run the fund.

As a Provident Fund, the Fund was set up to provide lump-sum repayment. Act No. 45 of 2013, establishing the NSSF in Kenya was approved on December 24 and went into effect on January 10, 2014. As a result, the NSSF Every Kenyan with a source of income is required to contribute to the pension fund, which was converted from a provident fund and requires a percentage of gross income to receive a basic pension upon reaching retirement age or in the event of a permanent disability. The NSSF has 63 branches across the nation, making it a sizable branch network.

On November 1st, 2019, NSSF Board of Trustees and Management unveiled their Strategic Plan for the years 2019–2022, as well as their accreditation to an Integrated Management System (ISO 9001:2015, KMS 30401:2018, and ISMS/IEC 27001:2013). Three pillars have been recognized by the fund: growth, products and services, customer engagement, and service provision. The first three strategic themes are these. Two more themes support the pillars by serving as their facilitators. These are corporate image and internal processes. One strategy topic, Culture and Governance, serves as the foundation for the strategic plan and serves as the basis for the pillars and enablers.

The NSSF created a new strategic plan for the 2020–2021 fiscal year while considering the Fund's changing operating environment and the need to strategically position the Fund as the primary pillar in the delivery of Social Security. The Fund reevaluated its mission statement, improved the vision statement to better reflect customer needs, added the customer value proposition, and added transformation as one of the fund's key values. The National Social Security Fund had a 20% market share on Kenyan pension assets managed as of December 2019.

## **1.2 Statement of the Problem**

The strategic plan must be carried out if an organization is to see overall performance improvements. The assets under administration of Kenya's pension systems have increased dramatically over time, from Kshs 403.2 billion in 2011 to Kshs 1,547.4 billion in 2021, with a CAGR of 14.4% during a ten-year period. However, fixed income and offshore fund returns decreased in the first quarter of 2020, coming in at 2.9% and 1.9%, respectively, compared to 3.3% and 10.2% in the preceding quarter (Cyttonn, 2022). This is since only 12.0% of people of working age were making contributions to retirement benefit schemes as of 2021. This is due to the low rate of retirement enrollment. In the first part of 2020, pension funds experienced a decline in share prices because of the COVID-19 epidemic, which led to a decrease in assets under management.

To increase the fund's actuarial values, build a portfolio of value-adding products and services, and achieve and maintain high operating efficiency, the NSSF prepared a strategy plan for the years 2020–2021. To increase its presence along the value chain, the fund also switched from a traditional business strategy to one that was value driven. This new business model is known as "strategic alliances." To achieve efficient operationalization and plan monitoring, the fund also implemented the Balance Scorecard. As a result, the fund gained a 20% market share and rose to the top spot in terms of managing pension assets. The fund hasn't met its objectives, despite the operationalization of the strategy plan. As an illustration, the fund intended to increase its worth from Kshs 249 billion to Kshs 302 billion by 2020/21, but it only succeeded in reaching Kshs 285 billion. Only Kshs 14.47 billion of the Kshs 17.6 billion in contributions that were anticipated throughout the same time were made. Although it was anticipated that the fund's administrative costs would drop to Kshs 1.5 billion, the

actual figure was Kshs 2.24 billion. 2.7 million members contributed Kes.14.47 billion over the course of the fiscal year ending on June 30, 2021. This was 2% less than the Ksh14.7 billion gathered the year before (NSSF Report, 2021). This study request calls for a thorough examination of how implementation strategies for strategic plans impact pension fund performance.

There have been a number of studies examining how strategic plans are executed, but prior researchers in pension funds paid little attention to them, leading to results that were equivocal and had conceptual and contextual gaps. On the implementation and execution of strategic plans, numerous local studies have been conducted. In his study for Khartoum's Small and Medium Enterprises, Jock (2019) examined the implementation of the strategy plan. Wangeci (2017) investigated how well the Nairobi City Water and Sewerage Company implemented its strategies. Chebet (2017) looked at organizational performance and the execution of strategic goals in the context of hospitals in the Ainamoi Sub County. On top management support and plan implementation in Kenya's state pension systems, Koskey and Rotich (2019) performed research. A scant amount of empirical study has been done on the issue of strategic plan execution and pension fund performance, according to the examined empirical literature. In order to determine how strategic plans, impact the performance of the organization, the National Social Security Fund in Kenya was specifically examined.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

To investigate the effects of implementing the strategic plan on the organization's performance at the Kenyan National Social Security Fund.

### **1.3.2 Specific Objectives**

- i. To determine the effect of strategic resource allocation on National Social Security Fund organizational performance in Kenya.
- ii. To establish the effect of organization culture on National Social Security Fund organizational performance in Kenya.
- iii. To determine the effect of strategic articulation on National Social Security Fund, Kenya's organizational performance in Kenya.
- iv. To investigate the effect of strategic communication on National Social Security Fund organizational performance in Kenya.

### **1.4 Research Questions**

- i. What is the effect of strategic resource allocation on organizational performance of National Social Security Fund, Kenya?
- ii. What is the effect of organizational culture on organizational performance of National Social Security Fund, Kenya?
- iii. What is the effect of strategic articulation on organizational performance of National Social Security Fund, Kenya?
- iv. What is the effect of strategic communication on organizational performance of National Social Security Fund, Kenya?

### **1.5 Significance of the Study**

The results of the study would provide insight into how strategic plan implementation tactics affect performance, since it is anticipated to have a significant impact on those who work in the retirement benefits sector. The NSSF would receive important and essential information from the study findings to undertake strategic initiatives and steer clear of pitfalls.

The study's results would be useful to policy makers in developing laws on how to implement strategies since they would inform them of the most effective ways to carry out strategic plans, which are essential for strategic performance. Researchers and professors in the field of implementing strategies would benefit greatly from the study's findings by expanding the collection of knowledge in that field. Aspiring academics would then compare the findings of this study with those of other studies to gain a deeper understanding of the phenomenon.

### **1.6 Scope of the Study**

Specifically, the study examined how the Kenya National Social Security Fund's strategic plan affected organizational performance. This naturally diverts the attention of other providers of financial services, such as commercial banks and microfinance organizations. The geographical scope of the study was Kenya's National Social Security Fund. The study's theoretical constructions for strategic plan implementation techniques took into account organizational culture, strategic articulation, and strategic communication. The current study concentrated on all management level personnel because Management controls the effectiveness of the strategic plan execution. The study was quantitative, and questionnaires were used to gather data. By December 2022, the study's conclusions ought to be finished.

### **1.7 Limitations of the Study**

The researcher made thoughtful measures to guarantee the study's success. Despite these efforts, the study still experienced few flaws. Since it was challenging to get in touch with management of NSSF and their reluctance to supply needed information when contacted, information was not readily available. This issue was solved by presenting a letter of authorization from the institution describing the objectives of the research endeavor.

### **1.8 Organization of the Study**

This research consists of five chapters. This chapter introduces the research and describes its background, problem statement, goals, hypotheses, implications, limitations, and organization. The literature review is covered in Chapter two and includes an introduction, a theoretical review, an empirical review of the practices used to implement a strategic plan, such as strategic resourcing, organizational culture, strategic articulation, and strategic communication, as well as a conceptual framework, a summary, and knowledge gaps. As part of Chapter 3, which deals with research methodology, we discuss design, subjects, sample size, methods of data collection, how pilot testing and data analysis are conducted, ethical issues, and variable manipulation. Data analysis and presentations are covered in the fourth chapter. Chapter 5 summarizes the research findings, conclusions, recommendations, and suggestions for further research.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

In this chapter, the body of literature on the application of strategic plans is reviewed, which is organized methodically with a theoretical review, an empirical review, and a conceptual framework.

### **2.2 Theoretical Review**

The theoretical foundation of the study includes Resource Based View theory, McKinsey 7s Model and Theory of Performance.

#### **2.2.1 Resource Based View Theory**

The resource-based view of the firm, first advanced by Birger Wernerfelt in 1984 and subsequently revised and enhanced by Jay B. Barney and other scholars in 1991, has found a lot of support in the business literature. According to the Resource Based View, resources must be both static and variable. In this case, it is assumed at first that each firm's competences, skills, and other resources are distinct (Barney, 1991). If the firms had an equal amount and mix of resources, for example, they would be unable to initiate unique strategies of competing with one other since what one company can achieve, so can the other, denying the prospect of obtaining a competitive edge. The resource-based viewpoint hypothesis states that the only organizations that can gain a competitive edge are those that can make use of a variety of resources. Second, the RBV makes the assumption that each firm's resources are immobile and cannot be shared by other firms. Due to the immobility of resources, it is challenging for firms to copy the resources of competitors, which prevents them from creating strategies that are similar (Müller & Jugdev, 2012).

RBV proponents assert that rather than purchasing new resources for each opportunity in the external environment, it is possible to find and seize possibilities in the external environment by utilizing the resources the organization already has in a creative way that is compatible with its aims (Rothaermel, 2012). The RBV hypothesis seeks to direct management's attention to internal assets to find potential assets, talents, and capabilities that could provide the business with a competitive edge. Because it clarifies how strategic resource allocation affects organizational performance, this theory is applicable to the study.

### **2.2.2 McKinsey 7s Model**

Tom Peters and Robert Waterman of the McKinsey Consulting company came up with the McKinsey 7S model in the early 1980s. It illustrates the seven components required for a strategy to be implemented successfully. Shared values, persons, skills, style/culture, structure, and systems make up the 7-S model's seven elements. It is based on seven key elements that work together and in unison to provide the results that identify a company as successful. The approach combines hard, or discrete, characteristics affected by management with soft, or fuzzy, characteristics influenced by corporate culture (Kenton, 2021).

When alignment is required, such as when improving organizational performance or determining how future changes will affect the organization, the McKinsey 7s change model can be used widely (Kenton, 2021). The components of the 7-s model can all significantly affect how successfully strategic plans are carried out in financial service businesses. Success could be determined by how well the seven variables perform in real-world situations. Organizations should be able to pinpoint their shared values and assess how well they mesh with their structure, strategy, and operating procedures. Adjustments must be

made if the values and the soft elements are conflicting. To understand how each hard component supports the others, it is necessary to look at the hard components. If not, they must specify the sections that need to be modified. Various soft aspects must also be considered. Do they keep the desired hard components in stock? Do they also provide each other support? If not, which specifications should be altered? They must think about how the adjustments will affect other elements and their alignment as they control and align the elements. The idea supports organizational culture, communication, and strategic articulation since these elements are essential to the effective execution of a strategic plan.

### **2.2.3 Theory of Performance**

Most of the theory of performance has been developed by Victor Turner and Richard Schechner. Every organization performs within the context of its surrounds, according to the notion of performance. Whether through innovation or discovery, they are all meant to serve as a signal system to the companies inside a particular industry (Goffman, 1969). This enables evaluation of how a hotel behaves and reacts to its environment, in accordance with Odai (2002). It is a means for them and other people in the industry to understand how companies, including pension funds, position themselves across the globe. This theory supports the organizational performance variable from the study.

### **2.3 Empirical Review**

This segment reviews literature from prior scholars on strategic plan implementation practices on organizational performance.

### **2.3.1 Strategic Resourcing and Organizational Performance**

The strategic plan must have access to adequate resources to be productive. Since all requirements won't be satisfied due to a lack of resources, the organization plan won't succeed (Waihenya, 2014). Positive impact on company performance is achieved through standard human resources practices such as career planning, internal communication, performance appraisals, training and development, recruitment, and placement of personnel within the organization.

Strategic resourcing has been the subject of numerous empirical investigations, albeit under diverse conditions. An investigation into the implementation of the Kericho County Sub-County hospitals' strategic plans by Chebet (2017) is one example. The study's target demographic of 340 employees employed a case study methodology; the sample was chosen using stratified sampling, and it adopted Krejcie and Morgan formula for the sample size, which came to 181. (1970). The main method of data collection is questionnaire. A descriptive and inferential statistical analysis was conducted on the collected data. Putting resources in the right place affects the effectiveness of strategic management strategies significantly.

Imende, Olel, and Gogo (2020) looked on how resources affected how strategic plans were carried out in Kakamega County's public secondary schools. Descriptive survey method and a correlation design were adopted in the study, which had sample size of 173 and target population of 645 respondents. Techniques for sampling were utilized at different phases. During this study, data were collected through interviews, questionnaires, and a document

guide. Both descriptive statistics and regression analysis were employed. The researcher also examined the strategic plans from the sampled schools' documents. According to the study, resources had a considerable impact on the efficiency with which school strategic plans were implemented.

In their 2017 study for the Kenya Policy Service, Lemarleni, Ochieng, Gakobo, and Mwaura explore the impact of strategy implementation and resource allocation on strategic outcomes. Research method utilized for the study was descriptive. There were 56 police officers enrolled in the study who were employed by the 13 police divisions and 43 police stations of Nairobi County. They were all at the levels of OCPD and OCS. The study sample consisted of 479 police officers chosen through stratified sampling. Descriptive statistics were applied. Inferential statistics measured quantitative variables in the study. The findings show strong and favorable relationship between the use of financial resources and the implementation of a strategy.

### **2.3.2 Organization Culture and Organizational Performance**

Organizational culture, which is crucial to every aspect of organizational behaviour, is one of the fundamental issues, claims Ateng (2009). The ability of an organization to shift its strategic direction can be seriously hampered by organizational culture, which has a considerable impact on every employee's behaviour. Several Iranian researchers have in recent years, several Iranian researchers have studied the relationship between organizational culture and strategy implementation (Ahmadi, et al. 2012). Researchers tested hypotheses relating typologies to 18 dimensions of organizational culture and strategy

execution by evaluating 136 individuals at the Iranian Karafarin Bank. Results showed a significant correlation between strategy execution and cultural emphasis on it.

In South Africa, Reddy (2016) investigated the role organizational culture played in strategy execution. Demographics, corporate culture, and strategy implementation are all covered in a survey form that is distributed electronically. Prior to assessing the multivariate shared relationship between the two variable sets, we assessed the reliability and validity of the 179 questionnaires completed. Pearson correlation and canonical correlation analyses were used to predict strategy execution variables based on the nine dimensions of culture. The results show that organizational culture and strategy implementation have a range of strong, moderate, and poor correlations. Strategy execution components most influenced by future planning orientation were achievement orientation and future planning orientation.

Research published in 2016, Akuei, Katuse, and Njenga at how organizational culture affects how well initiatives are implemented in Sudan's commercial banks. During the study, the research design was both explanatory and descriptive. A total of 29 South Sudanese commercial banks were surveyed, focusing on their senior and middle managers. An analysis of the primary data was conducted using SPSS (Statistical Package for Social Sciences), followed by a factor analysis and a multiple linear regression analysis. The results showed that dominant characteristics do not significantly influence the implementation of a plan. It was shown that organizational leadership contributes to a strategy's successful implementation.

### **2.3.3 Strategic Articulation and Organizational Performance**

The organizational architecture that supports, creates, cascades, monitors, and periodically reviews execution of the strategic strategy known as "strategic articulation." According to Kassim, Gichunge, and Mbithi, NGO performance and efficiency in Kenya was studied in 2022 by the nongovernmental organization charity. The research used descriptive research design to get its conclusions about probable correlations. A sample of 152 respondents was randomly chosen from the 250 total respondents using a straightforward random sampling strategy. Data was collected using a thoughtfully designed questionnaire. An analysis of multiple linear regressions was carried out to evaluate the hypotheses. The findings demonstrated that strategic articulation as a leadership strategy has a positive, considerable impact on NGOs.

According to Abba (2016), commercial banks' strategies are implemented more effectively when strategic leadership is implemented. It found that CEOs develop goals for the company, develop plans of action, and develop strategic visions for organizations. Furthermore, it was shown that executives define long-term objectives for the company to ensure that human resource planning is taken care of. The decision-making of an organization's leaders can direct the organization in the right direction. This entails overseeing the organization's financial and human resources. Strong organizational performance in terms of income and general organizational performance is encouraged by this.

### **2.3.4 Strategic Communication and Organizational Performance**

In their 2019 study, Perreira, Durao, and Santos examined barriers to strategic communication and strategy implementation. Online research was conducted. In January 2018, a diverse sample of roughly 100 arbitrarily selected organizations from ISCTE's private internal sources were given this survey, which was made with Google Forms. Using snowball sampling and cross-sectional analysis, this sample generated many replies. Poor strategic communication garnered the most votes in the survey as a barrier to strategy execution.

Waititu conducted research on the effectiveness of Kenyan commercial banks' strategy adoption and execution (2016). Examining organizational culture, leadership ideologies, organizational structure, and communication techniques were the study's objectives. The inquiry utilized a descriptive and quantitative design. The survey involved 191 people who worked in upper management at the Nairobi headquarters of listed commercial banks. Study data was edited, coded, and entered a computer after fieldwork to be analyzed by SPSS (SPSS v. 21.0). Inferential and descriptive statistics were employed to analyze the data collected from respondents. Results indicated that communication systems have a big impact on how well commercial banks work. The study had contextual gaps because it focused on commercial banks rather than financial services firms. The study looked at communication systems in addition to other elements that are distinct from strategic communication as it is defined in the current study.

Olang (2015) examined how communication plays a role in implementing a strategy within African Women in Agricultural Research and Development. An online questionnaire was

created using Google Forms as part of the study's descriptive research methodology. To generate descriptive and inferential statistics, we analyzed the data using IBM SPSS 20.0 statistical software. ANOVA, regressions, and other statistical tests were also done indicating the depth of linkages and suggesting potential issues for AWARD's study. According to the analysis, communication is a key component in achieving the organization's goal. Furthermore, it was found that AWARD has an active internal communications division that tries to actively engage audiences and significant stakeholders to further the organization's goal.

#### **2.4 Summary of the Literature Review**

The research has examined the body of knowledge regarding organizational performance and the methods used to implement strategic plans. Researchers used McKinsey's 7S framework, which describes organizational success as a combination of intangible, tangible, and human resources, as well as resource-based view theory.

The impact of strategic planning in pension fund organizations has been studied in a limited number of studies across various contexts, but as is evident in Table 2.1, few studies have examined the impact of strategic planning in pension fund organizations.

**Table 2.1: Knowledge Gaps**

<b>Author</b>	<b>Variable</b>	<b>Focus</b>	<b>Findings</b>	<b>Knowledge Gap</b>
Lemarleni, Ochieng, Gakobo, & Mwaura (2017)	Strategic resourcing	Implementation of Kenya Police Service's strategic plan and resource allocation	Financial resources and strategy implementation have positive and significant correlations	The study focused on resource allocation and not as a strategy. Also, the focus was on Kenya Police and not Pension funds thus presenting contextual gaps
Chebet (2017)	Strategic resourcing	Implementation of the Kericho County Sub-County hospitals' strategic plans	Putting resources in the right place affects the effectiveness of strategic management strategies significantly.	The study presents methodological gaps as it utilized mixed research methods which is more complex to undertake hence may lead to inconclusive results
Reddy (2016)	Organization culture	Execution of strategy is affected by organizational culture	The dimensions of organizational culture are associated with the dimensions of strategy execution in varying degrees of strength, medium power, and weakness.	In this study, only culture dimensions were considered, resulting in conceptual gaps. Moreover, it was conducted in a different country, and it relied on only a limited amount of information due to its narrow scope
Akuei, Katuse, and Njenga (2016)	Organization culture	How organizational culture affects how well initiatives are implemented in Sudan's commercial banks.	Results showed that dominant characteristics do not significantly influence the implementation of a plan.	The study presents contextual gaps as it focused on commercial banks and not pension funds which are different
Kassim, Gichunge	Strategic articulation	Strategy implementation and performance	There was a positive significance effect	The study was done in the context of NGOs and not Pension funds and

and Mbithi (2022)			of strategic articulation as a leadership approach on performance of NGOs.	was limited to leadership as narrow in scope thus presenting contextual gaps
Perreira, Duraó, and Santos (2019)	Strategic communication	Barriers to implementing strategies and strategic communication	Lack of strategic communication was the most voted as a barrier to strategic implementation.	The study was done in a different country Brazil and was narrow in scope as it focused on strategic communication aspect. Also, the study used literature review hence prone to bias in its findings.
Waititu (2016)	Strategic communication	Effectiveness of Kenyan commercial banks' strategy adoption and execution	Results indicated that communication systems have a big impact on how well commercial banks work.	The study presents contextual gaps as it looked on commercial banks and not pension funds
Olang (2015)	Strategic communication	How communication plays a role in implementing a strategy within African Women in Agricultural Research and Development.	It was found that AWARD has an active internal communications division that tries to actively engage audiences	The study present conceptual gaps as it focused on communication and strategy implementation and not organizational performance

Source; Researcher (2023)

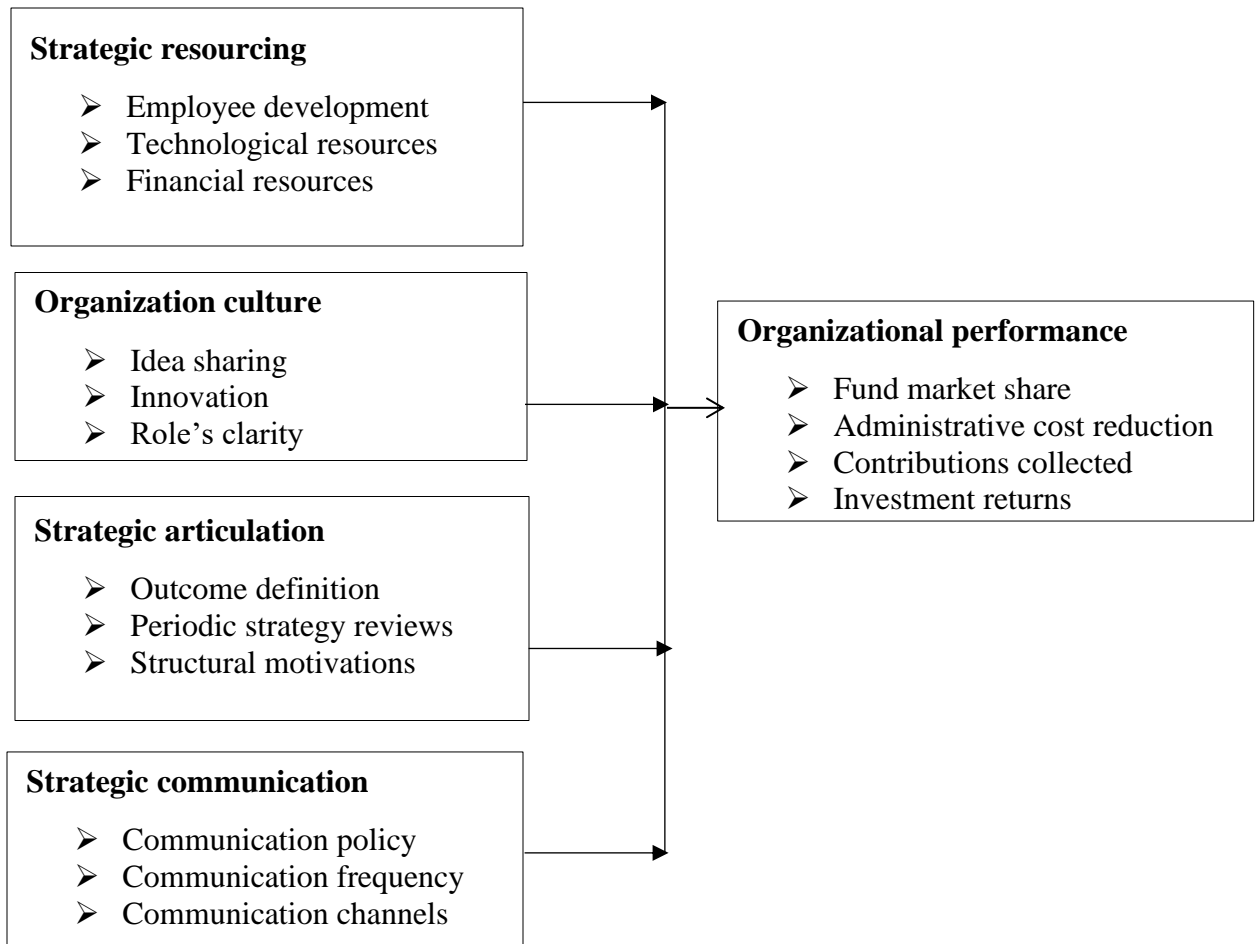
## 2.5 Conceptual Framework

Figure 2.1 illustrates variables representation in diagrammatic. Each study variable has been given a set of operationalized sub-variables that are used to precisely measure the variables and support the design and development of study participant questionnaires.

The study's independent variables are the processes used to execute strategic plans, which include organizational culture, strategic articulation, and strategic communication. Organizational performance, the goal variable, is assessed using indicators for fund market share, administrative cost reduction, contributions received, and investment returns.

**Independent Variables**

**Dependent Variable**



**Figure 2.1 Conceptual Framework**

**Source; Researcher (2023)**

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

The techniques of the study are discussed in this chapter for gathering and analyzing data as well as the final format in which the results were presented. The study's demographic, sampling techniques, sample size calculations, pilot test, data collection, data analysis, and a statement of ethical issues are all included in this chapter.

### **3.2 Research Design**

A cross-sectional research design was utilized in the study. For identifying the characteristics of a phenomenon at a specific time, a cross-sectional study is conducted. According to Cooper and Schindler (2014), this method is intended to provide researchers with a clear understanding of what, where, how, and when of a research topic. Research designs like this offer the researcher the opportunity to analyse a subset of the population so that generalizations can be made about the phenomenon.

### **3.3 Target Population**

The complete group of individuals or objects with comparable, discernible, and quantitative features is the target population (Kothari, 2014). There are 36 Management workers working across all divisions at the NSSF Nairobi Headquarters, according to the NSSF HR report from 2022. The current study concentrated on all management level personnel because Management controls the effectiveness of the strategic plan execution. As a result, the unit of analysis was the 36 employees chosen at random from among all the fund's units, as shown in Table 3.1.

**Table 3.1 Sampling Proportion**

<b>Strata</b>	<b>Population</b>	<b>Percentage (%)</b>
CEO	1	2.8
Directors	8	22.2
Unit Heads	21	58.3
Managers	6	16.7
<b>Total</b>	<b>36</b>	<b>100%</b>

**Source: NSSF Fund**

### **3.4 Sample Size and Sampling Procedure**

Sample selection is the process by which a sampling of the population for which a study is based is selected (Kothari, 2014). Creswell's study, (2015) determined sample size based on how many items were chosen from the population. The study employed the census method due to the tiny target population.

### **3.5 Data Collection Instrument**

Data collecting instruments are measurement equipment that have been updated to capture information consistently to answer the research objectives (Cooper & Schindler, 2014). We'll employ the same data collection methods we used for this study. Primary data is preferred because it is the most informative information source. Data was collected using structured questionnaires that was self-administered. Three sections of the questionnaire were distributed to research participants: section one asked for general information; section two asked about the study's independent variables; and section three asked about the study's dependent variable.

### **3.6 Pilot Test**

It is important to conduct a pilot test before implementing a large-scale investigation to ensure the data collection tools are valid and reliable (Creswell, 2014). The pilot study included four respondents, or 10% of the population. The pilot study participants were not included in the final study. A pilot test can be sufficient, according to Riel (2010), if it is conducted on at least 10% of the population. To ensure the data collection tool is valid and reliable, the researcher made necessary adjustments following the pilot test.

#### **3.6.1 Validity of the Research Instrument**

Creswell (2015) asserts that the accuracy and importance of the conclusions are what constitute validity. Data gathering instruments are valid if they measure what they are meant to measure. Factorial, concurrent, construct, face, content, and predictive validity are some of the several types of validity. To increase the questionnaire's validity, the researcher applied content validity by having four participants in the pilot test discuss its contents. The researcher used the comments to modify the questionnaire.

#### **3.6.2 Reliability of the Research Instrument**

Bryman and Bell (2015) define reliability as the ability to produce comparable results regardless of population, time, or location. Kothari's (2014) research determined Cronbach's alpha to be an effective means of assessing internal consistency or dependability among scales or test items. The data that was used and evaluated was based on the eight respondents who were selected for the pilot test. Each scale item's score is related to the overall score for each distinct survey respondent observation to determine Cronbach's alpha. The variance of

each item score was then compared to this observation. The item reliability was determined by the Cronbach's alpha coefficient of 0.70.

**Table 3.2 Reliability Results**

<b>Variables</b>	<b>N of items</b>	<b>Cronbach's Alpha</b>	<b>Comments</b>
Strategic resource allocation	4	0.828	Accepted
Organizational culture	4	0.737	Accepted
Strategic articulation	4	0.806	Accepted
Strategic communication	4	0.755	Accepted
Organizational performance	4	0.780	Accepted

In Table 3.2, using Cronbach's coefficient alpha test for strategic resource allocation, organizational culture, strategic articulation, strategic communication, and organizational performance components, the coefficients were greater than or equal to 0.7. Similarly, Christensen, Johnson, Turner (2011) and Saunders Lewis and Thornhill (2016) found similar findings. Based on these recommendations, it was concluded that statements across all study variables had reasonable internal consistency and were therefore reliable for analysis and generalization to populations.

### **3.7 Data Collection Procedures**

Data collection procedure is the process adopted in collecting information that will be used to accept or reject a study's findings (Cooper & Schindler, 2014). The researcher first sought approval to gather data from NSSF Management and Kenyatta University. Data collection was conducted using questionnaires inspired by Likert scales. Closed-ended questions were

incorporated into the surveys to facilitate the processing of the data. The questionnaires were distributed using a drop-and-pick method. The questionnaire had three components. Section 1 contained general data from study participants, Section 2 contained the study's independent variables, and Section 3 contained the study's dependent variable.

### **3.8 Data Analysis and Presentation**

To provide results that require the researcher to interpret and simplify, basic data analysis requires obtaining and arranging obtained data (Kombo & Tromp, 2009). Codes and analyses were carried out using SPSS 26 version, Statistical Package for Social Sciences. Statistical analyses were conducted for both descriptive and inferential purposes. A means and standard deviation were calculated based on the collected data to determine central tendency and dispersion. Based on the analytical model that describes the dependent variable, regression analysis was used to develop an equation. An analysis of the data was conducted, and frequency distribution charts were produced to simplify explanations and descriptions.

A more general description of the condition was derived by using regression analysis to demonstrate how the independent and dependent variables correlate. The effectiveness of the organization's execution of the strategic plan was evaluated using the subsequent multiple regression model.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

**Y**= Organizational performance

$\beta_0$  = y-intercept

$\beta_1$ - $\beta_4$  are the coefficient function of the independent variables,

$X_1$ = Strategic resource allocation

$X_2$ = Organization culture

$X_3$ = Strategic articulation

$X_4$ = Strategic communication

$\epsilon$ = Error term

### **3.9 Ethical Consideration**

To make sure that everyone taking part in the study is doing so voluntarily, the researcher asked study participants for permission before collecting any data. The researcher also maintained the participants' privacy and confidentiality. This is made possible by the requirement that participants maintain anonymity while the data is being collected, rendering it impossible to associate any response with a particular respondent. The researcher asked Kenyatta University and NACOSTI for permission to conduct the study in an authorization letter, which was given to the respondents and outlines the goal of data collecting.

## **CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION**

### **4.1 Introduction**

The objective of this chapter is to examine the National Social Security Fund's strategic plan and present the analyses, findings, and interpretations of the plan. Analysis of data involved both descriptive and multiple regression statistics to assist in identifying the relationship between study variables. Identified strategic plans were used to analyze data, with spatial patterns being analyzed, analyzed, and interpreted.

### **4.2 Response Rate**

During this study, questionnaires were distributed to 36 respondents. A total of 35 responses were obtained, which represents an excellent response rate of 97.2 percent, according to Creswell (2015).

### **4.3 Pilot Test Results**

Validity and reliability of the instrument (research questionnaire) were tested based on data collected from the pilot study.

#### **4.3.1 Validity Results**

The validity of an instrument is determined by its ability to measure what it is supposed to measure. Questionnaire content validity and construct validity were both considered in the study. Content validity was assessed using expert opinion, supervisor opinion (s) was sought with the view of incorporating their views, criticisms, and/or suggestions in modeling the questionnaire for use in the collection of data for the main study.

Construct validity is used to statistically determine how well a given test (for instance, a research questionnaire) measures the construct or concept it was modeled (or designed) to evaluate (Bhandari, 2022). An analysis of principal components (PCA) was performed on the research questionnaire to evaluate its construct validity. The threshold of discriminant validity was factor loadings of at least 0.40 and convergent validity of eigenvalues of 1. Although communalities of 0.7 and above are considered ideal, communalities ranging from 0.25 to 0.4 are suggested to be acceptable (Nayak & Singh, 2021).

#### 4.3.1.1 Sampling Adequacy

Validity determines whether the study measures what it is supposed to measure. Factor analytic data matrices are measured by the Measure of Sampling Adequacy (MSA) introduced by Kaiser. This phenomenon is measured by an index called Kaiser-Meyer-Olkin (KMO). A 0.508 sampling adequacy score was determined by Kaiser-Mayer-Olkin. StataCorp's (2013) statistics indicate that the situation is middling. Bartlett's Test of Sphericity is significant ( $p < 0.5$ ) which implies that the sample was adequate for the research.

**Table 4.1: Kaiser-Mayer-Olkin Measures of Sampling Adequacy**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.508
Bartlett's Test of Sphericity	Approx. Chi-Square	536.901
	Df	4
	Sig.	.000

#### 4.3.1.2 Factor Analysis on Strategic Plan Implementation

Four group-wise measures of strategic plan implementation, that is, strategic resource allocation, organizational culture, strategic articulation, and strategic communication. Each of the four predictors had 4 indicators. Several components from each measure were retained in the principal component analysis, and the results are shown below.

**Table 4.2: Total Variance Explained**

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.886	16.285	16.285	4.147	13.823	13.823
2	4.126	13.755	30.040	3.467	11.556	25.379
3	2.766	9.220	39.260	3.342	11.140	36.520
4	2.432	8.107	47.367	3.254	10.847	47.367
5	2.073	6.909	54.276			
6	1.986	6.619	60.895			
7	1.520	5.068	65.963			
8	1.437	4.789	70.752			
9	1.346	4.487	75.239			
10	1.066	3.554	78.793			
11	.947	3.156	81.948			

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12	.854	2.845	84.794
13	.740	2.466	87.259
14	.654	2.180	89.440
15	.612	2.039	91.478
16	.503	1.678	93.156
17	.441	1.471	94.627
18	.334	1.112	95.739
19	.270	.899	96.638
20	.256	.854	97.492
21	.186	.620	98.112
22	.158	.525	98.637
23	.124	.412	99.049
24	.095	.318	99.367
25	.074	.247	99.614
26	.046	.154	99.769
27	.029	.098	99.867
28	.023	.076	99.943
29	.009	.030	99.973
30	.008	.027	100.000

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**Extraction Method: Principal Component Analysis**

After rotating the sampled sum of the squared loadings, this part of the table represents the variance distribution, while the rotated sum of the squared loadings represents the variance distribution after sampling. A varimax rotation redistributes the variance among the extracted factors by maximizing the variance of each factor.

### 4.3.2 Reliability Results

The research questionnaire's reliability was measured by Cronbach's alpha coefficient. The Ursachi, Horodnic, & Zait (2015) coefficient measures the reliability of the internal consistency. It is generally and widely agreed that Cronbach's coefficient ( $\alpha$ ) ranging between 0.6 and 0.7 illustrates an acceptable level of reliability while coefficients of at least 0.8 are considered to be very good (Hulin, Netemeyer, & Cudeck, 2001). The results of the reliability testing are illustrated in Table 4.3.

**Table 4.3 Reliability Results**

<b>Variables</b>	<b>N of items</b>	<b>Cronbach's Alpha</b>	<b>Comments</b>
Strategic resource allocation	4	0.828	Accepted
Organizational culture	4	0.737	Accepted
Strategic articulation	4	0.806	Accepted
Strategic communication	4	0.755	Accepted
Organizational performance	4	0.780	Accepted

In Table 4.3, using Cronbach's coefficient alpha test for strategic resource allocation, organizational culture, strategic clarity, strategic communication, and organizational performance components, the coefficients were greater than or equal to 0.7. Similarly, Christensen, Johnson, Turner (2011) and Saunders Lewis and Thornhill (2016) found similar findings. Based on these recommendations, it was concluded that statements across all study

variables had reasonable internal consistency and were therefore reliable for analysis and generalization to populations.

#### **4.4 Demographic Characteristics of Respondents**

A general description of the National Social Insurance Fund institutions and respondents was included in the first section of the questionnaire. Results are discussed in the next subsection.

##### **4.4.1 Duration with the Pension Fund**

Additionally, respondents were asked how long they had retired from the pension fund as well as how long they had worked for the pension fund. Table 4.4 displays the results.

**Table 4.4: Number of Years Worked in Pension Fund**

	Frequency	Percent
Below 5 years	3	8.6
5-10 years	7	20.0
10-15 Years	20	57.1
Over 15 years	5	14.3
Total	35	100.0

The results in Table 4.4 show that 57.1% of those surveyed worked in a pension fund between the ages of 10 and 15, followed by those who worked between the ages of 5 and 10 (20.0%). The pension fund is staffed by 14.3% of respondents with over 15 years of experience and 8.6% with less than 5 years of experience. The results imply that many respondents possess experience of more than 10 years on average hence most likely to provide informed responses to the study's research objectives.

##### **4.4.2 Education Qualification of Respondents**

In order to determine the respondents' educational level, we asked them to indicate it. Table 4.5 displays the results.

**Table 4.5: Academic Qualification**

	Frequency	Percent
Certificate	2	5.7
Diploma	6	17.1
Degree	17	48.6
Masters	8	22.9
PhD	2	5.7
Total	35	100.0

According to Table 4.5, 48.6% of respondents have a bachelor's degree in educational background. In addition, 22.9% of respondents had a master's degree. 17.1% of the respondents had Diploma education qualification and other 2% had Certificate education qualification and PhD education qualification respectively. This result means that most of the respondents are college graduates and knowledgeable enough to answer the research questions.

#### **4.5 Descriptive Results on Strategic Plan Implementation**

As a first objective, this study aimed to assess how much implementation had taken place at National Social Security Fund considering the strategic plan. Responses were measured using a 5-point Likert scale to determine their willingness to implement their strategic plans. A rating of 1 indicates a strong disagreement, while a rating of 5 indicates a strong agreement. The following subsections discuss the results.

#### 4.5.1 Strategic Resource Allocation and Organization Performance

Responses were required regarding the extent to which selected strategic resource allocation aspects have been adopted by the National Social Security Fund. The results are shown in Table 4.5.

**Table 4.5: Strategic Resource Allocation and Organization Performance**

	N	Mean	Std. Deviation
The company allocates funds for timely implementation of its strategic plans.	35	3.94	.619
The use of technology resources occurs during the execution of a strategic plan.	35	3.91	.856
Ongoing training is provided for human resources on how to carry out strategic plans.	35	3.88	.492
The organization makes physical resources available for implementing plan.	35	3.81	.535
Average	35	3.8313	.47684

Table 4.5 shows that respondents have a level of agreement of 3.94 (SD = 0.619) for the statement that companies provide funding for the timely execution of their strategic plans. In addition, a mean of 3.91 (SD = 0.856) of respondents agreed that technology resources are used during the execution of a strategic plan. The average score for the practice “staff is continuously trained on how to implement the strategic plan” was 3.88 (SD = 0.492), this indicates that respondents agreed with it. The mean number of respondents who believe the pension fund makes physical resources available to implement plans was 3.81 (SD = 0.535). The overall mean was 3.8313, this indicates that strategic resource allocation is practiced moderately. According to the results of this study, strategic resource allocation greatly

affects the quality of strategic management strategies implemented by Kericho county hospitals, based on Chebet (2017)'s study on the implementation of strategic plans and organizational effectiveness.

#### 4.5.2 Organizational Culture and Organization Performance

Participants were asked to indicate which aspects of organizational culture they adopted in the National Social Security Fund. Table 4.6 shows the results.

**Table 4.6: Organizational Culture and Organization Performance**

	N	Mean	Std. Deviation
When adjustments are required, workers in this organization are adaptable and flexible.	35	2.97	.647
Employee attitudes contribute to strategy implementation when they are aligned with strategic goals and objectives.	35	3.84	.628
The working environment at the fund is open to fresh ideas, which improves the execution of strategies.	35	3.69	.693
The working environment at the fund is open to fresh ideas, which improves the execution of strategies.	35	3.97	.609
Average	35	3.8438	.51490

A mean score of 2.97 (SD = 0.647) indicates that respondents disagree with the statement that employees in this organization are adaptable and flexible when adjustments are needed.

A mean of 3.84 (SD = 0.628) was observed for the statement that aligning employee attitudes

and strategic goals and objectives improves strategy implementation. Respondents felt that the fund's operating environment was open to new ideas, resulting in improved strategy execution and that the pension fund's operating environment was open to new ideas, as shown by an average of 3.69, an average of 3.97, and an average of 3.97. Agreed that strategy execution would be improved because it is open to. The overall mean was 3.8438 indicating that organizational culture had moderate extent. In their study of organizational culture and strategy implementation in Iran, Ahmadi, Salamzadeh, Daley, and Akbari (2012) found that a culture emphasizing strategy implementation was conducive to it. Correlations between these variables were significant.

#### 4.5.3 Strategic Articulation and Organization Performance

As part of the survey, respondents were further asked to indicate whether certain aspects of strategic articulation have been implemented by the National Social Security Fund. Table 4.7 presents the results.

**Table 4.7: Strategic Articulation and Organization Performance**

	N	Mean	Std. Deviation
Leaders explain what must be done to others using tools, visuals, tales, and models.	35	3.53	1.016
Leaders examine the progress being made in implementing the strategic plan on a regular basis and suggest improvements.	35	3.75	.622
The company has implemented structural employee motivations.	35	3.75	.880

The goals and results of the strategic strategy are clearly stated.	35	3.81	.780
Average	35	3.7109	.60278

According to Table 4.7, respondents agreed that leaders convey instructions to others using tools, images, stories, and models. The respondents also agreed with the statement that leaders regularly review the progress of implementing strategic plans and suggest improvements with an average score of 3.75 (SD=0.622). In addition, respondents agree with the statement that the pension fund has an employee incentive structure and that its strategic goals and outcomes are clearly stated, as indicated by the mean, respectively. 3.75 and the average is 3.81. The overall mean was 3.7109 indicating that strategic articulation was practiced to a moderate extent. This result is consistent with the findings of Qasim, Guichunge and Mbisi (2022), who showed that strategic clarification as a leadership strategy has a favorable and significant impact on NGO performance.

#### 4.5.4 Strategic Communication and Organization Performance

National Social Security Fund respondents were asked how far they had adopted strategic communication measures.

**Table 4.8: Strategic Communication and Organization Performance**

	N	Mean	Std. Deviation
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This company does a very good job of adapting communication procedures to emergencies.	35	3.97	.595
This company does a very good job of making written instructions and reports plain and straightforward.	35	4.22	.491
Effective departmental communication about the implementation of strategic change improves strategy execution.	35	4.13	.554
Employees have access to clear lines of communication that are based on strategy.	35	4.16	.574
Average	35	4.0250	.43030

The descriptive results of Table 4.8 indicate that respondents agree their company's communication procedures have been adapted very well to respond to emergencies, as indicated by a mean value of 3.97 (SD = 0.595). Respondents agree with the statement that pension funds do a very good job of providing clear and understandable written instructions and reports, as shown with a mean of 4.22 (SD=0.491). Respondents agreed that effective cross-departmental communication on implementing strategy changes improved strategy execution and that pension fund employees had access to clear lines of communication based on strategy, with an average score of 4.13 each. and 4 were 16. The overall average score of 4,0250 indicates that strategic communication has been carried out to a large extent. The research results are consistent with the findings of Olang (2015) who studied the role of communication in implementing a strategy and found that communication is a key factor to achieve the set goals. the strategic plans of the organization.

#### **4.5.5 Organization Performance**

As part of the survey, respondents were further asked to indicate whether certain aspects of organizational performance. Table 4.9 presents the results.

**Table 4.9: Organization Performance**

	N	Mean	Std. Deviation
The fund market share has increased in the last five years	35	4.68	.927
The administrative costs of the fund have reduced over the last 5 years	35	4.26	.691
The percentage investment returns of the fund have increased over the last 5 years	35	4.55	.630
The fund's members contribution amount has increased in the last five years	35	4.70	.368
Average	35	4.5218	.61041

According to Table 4.9, respondents agreed that the fund market share has increased in the last five years (Mean = 4.68). The respondents also agreed with the statement that the administrative costs of the fund have reduced over the last 5 years with an average score of 4.26 (SD=0.691). In addition, respondents agree with the statement that the percentage investment returns of the fund have increased over the last 5 years and the fund's members contribution amount has increased in the last five years, as indicated by the mean, respectively. 4.55 and the average is 4.70. The overall mean was 4.5218 indicating that strategic articulation was practiced to a moderate extent. This result is consistent with the findings of Qasim, Guichunge and Mbisi (2022), who showed that strategic clarification as a leadership strategy has a favorable and significant impact on NGO performance.

## 4.6 Effect of Strategic Plan Implementation on Organizational Performance

In this study, the National Social Security Fund's organizational performance was evaluated through the implementation of a strategic plan. To achieve this objective, organizational performance was regressed on strategic plan implementation as shown in the following sub-sections.

### 4.6.1 Inferential Statistics

Data analysis is used to infer properties of underlying probabilities through statistical inference (Creswell, 2016). Estimates are derived from hypotheses and test hypotheses in inferential statistical analysis. Data from the sampled sample are analyzed using multiple regression analysis.

**Table 4.10: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.693a	.481	.329	.40822

a. Predictors: (Constant), Strategic resource allocation, Strategic articulation, Organizational culture, Strategic communication

A positive correlation exists between the implementation of the strategic plan and the performance of the organization, as shown in Table 4.10. In the analysis of National Social Security Fund performance, 48.1% of the change is attributed to strategic plan implementation according to the coefficient of determination ( $R^2$ ).

**Table 4.11: Model Validity (ANOVA)**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3.702	4	.925	6.954	.012b
Residual	4.000	30	.133		
Total	7.701	34			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Strategic resource allocation, Strategic articulation, Organizational culture, Strategic communication

Based on the analysis of variance, the predicted relationship under the proposed model has a p-value of 0.012, indicating that it is statistically significant at a significance level lower than 0.05. A statistically significant relationship exists between strategy implementation and organizational performance.

**Table 4.12: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.289	.984		.294	.071		
Strategic resource allocation	.213	.221	.183	.961	.043	.600	1.668
Organizational culture	.150	.174	.143	.863	.006	.784	1.275
Strategic articulation	.280	.186	.303	1.506	.015	.533	1.876
Strategic communication	.254	.242	.219	1.047	.011	.495	2.021

a. Dependent Variable: Organizational Performance

The model can be seen in Table 4.12 as follows:

$$Y = 0.289 + 0.213X_1 + 0.150X_2 + 0.280X_3 + 0.254X_4$$

Given all other factors are kept constant, the regression model indicates an improvement in organizational performance for the National Social Security Fund by 0.289. Based on the regression model, NSSF's organizational performance would increase by 0.213 units if strategic resources were allocated more effectively. NSSF measures organizational culture as having a unit increase in performance of 0.150. NSSF organizational performance would increase by 0.280 with an increase in strategic articulation, and 0.254 with an increase in strategic communication. There was significant effect of the predictors in explaining the variation in NSSF organizational performance at significance levels of 0.05 and below.

#### **4.8 Discussion of Key Findings and Hypothesis Testing**

The regression coefficient results were used to achieve the study objectives. This was achieved by considering the P-values that are associated with the relevant regression coefficients and t-values, as shown in Table 4.12. This study examined how strategic resource allocation impacts the performance of the NSSF as a first objective. The regression results for strategic resource allocation are  $\beta_1 = 0.213$ ,  $t = 0.961$  and  $p < 0.05$ , showing that there is a positive and significant relationship between strategic resource allocation and operational efficiency of the company. organization. Based on the results, we conclude that NSSF's organizational performance would be increased by 0.213 units if strategic resources were allocated more effectively. According to the study results, Chebet (2017) found that strategic resource allocation significantly impacts the effectiveness of strategic management strategies in sub-county hospitals in Kericho County as it examined how strategic plans were implemented and the organizational performance of sub-county hospitals. Therefore, the null hypothesis is rejected since the P-value for the null hypothesis is less than 0.05. NSSF

organizational performance is therefore not significantly impacted by strategic resource allocation.

The second objective of the study was to investigate how organizational culture affects organizational performance of NSSF. Regression analysis results ( $\beta_2 = 0.150$ ,  $t = 0.863$ ,  $p < 0.05$ ) show that organizational culture has a significant impact on organizational performance. According to the study, a unit increase in organizational culture would lead to a positive increase in NSSF organizational performance by 0.150. Ahmadi, Salamzadeh, Daraei, and Akbari (2012) established a significant correlation between strategy execution and organizational culture in their study on the relationship between organization culture and strategy execution. In view of the p-value under 0.05, the null hypothesis is rejected, indicating that organizational culture is not significantly affecting NSSF performance. The third objective of the study was to investigate the impact of strategic articulation on NSSF's organizational performance. According to  $\beta_3 = 0.280$ ,  $t=1.506$ , and  $p<0.05$ , the regression analysis results showed a substantial positive relationship between strategic articulation and organizational performance. According to the findings, a unit increase in strategic articulation would lead to an increase in organizational performance by 0.280. The results are in line with Kassim, Gichunge, and Mbithi (2022) findings which revealed that strategic articulation as a leadership strategy has a favorable, significant impact on the performance of NGOs. Since the p-value is less than 0.05, we reject the null hypothesis that strategic articulation does not influence organizational performance.

This study's fourth objective was to determine whether strategic communication has an impact on organizational performance. Regression analysis revealed a significant positive association between strategic communication and performance ( $\beta_4 = 0.254$ ,  $t = 1.047$  and

$p < 0.05$ ), with a one-unit increase in associated strategic communication related to a one-unit increase in the NSSF organization. means to It gives a performance of 0.254. The results of this study agree with Olang's (2015) findings on the role of communication in implementing strategies. Communication is one of the most important elements to success for any organization. NSSF did not demonstrate a significant effect of strategic communication on organizational performance from the null hypothesis because the p-value is below 0.05.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presents a summary of the study's findings and conclusions as well as recommendations. Results of the study were used to make conclusions about the implementation and performance of the strategic plan of Kenya's National Social Security Fund.

### **5.2 Summary of Findings**

The study objective was to investigate the strategic plan implementation and organizational performance of the National Social Security Fund. A four-part study was conducted, including the response rate, demographic details, descriptive analysis, and inferential analysis. 97.2% of respondents responded to the questionnaire. Most respondents had worked in the pension fund for 10-15 years.

NSSF's organizational performance was evaluated as the first specific objective. Descriptive analysis results revealed that the company allocates funds for timely implementation of its strategic plans. Also, the use of technology resources occurs during the execution of a strategic plan and ongoing training is provided for human resources on how to carry out strategic plans. The pension fund makes physical resources available for implementing plans. Organizational performance was found to be significantly impacted by strategic resource allocation based on inferential statistics.

In the second specific objective, it was determined that the organizational culture of NSSF affected its performance. Descriptive analysis from the findings indicated that when adjustments are required, workers in this organization are adaptable and flexible. In addition,

alignment between employee attitudes and strategic goals and objectives improves strategy implementation, and because the fund's working environment is open to new ideas, strategy implementation improves and pensions The working environment of the Foundation is open to new ideas, resulting in better implementation and better strategy. A significant and positive relationship was found between organizational culture and organizational performance, based on inferential statistics.

A third specific objective of the study was to examine the impact of strategic clarification on NSSF organizational performance. Descriptive analysis from the findings indicated that leaders explain what must be done to others using tools, visuals, tales, and models and leaders examine the progress being made in implementing the strategic plan on a regular basis and suggest improvements. Further, it was revealed that the pension fund has implemented structural employee motivations and that the goals and results of the strategic strategy are clearly stated. A significant and positive impact of strategic articulation on organizational performance was found by inferential statistics.

Descriptive analysis from the findings revealed that the company does a very good job of adapting communication procedures to emergencies and that the pension fund does a very good job of making written instructions and reports plain and straightforward. Effective departmental communication about the implementation of strategic change improves strategy execution and pension fund employees have access to clear lines of communication that are based on strategy. A significant and positive effect of strategic communication on organizational performance was found using inferential statistics.

The study adopted multiple linear regression model to regress the data obtained from the respondents on strategic plan implementation on organizational performance of National Social Security Fund. Strategic resource allocation, organizational culture, strategic articulation, and strategic communication were positively related to organizational performance. Further, the regression model was found to be significant with model validity significance less than 0.05. In the model summary, the correlation coefficient (R) indicates a moderate relationship between the implementation of NSSF's strategic plan and its organizational performance.

### **5.3 Conclusions of the Study**

As a result of the study, it is concluded that the pension fund allocates funds to implement strategic plans in a timely manner. Also, during the strategic plan's execution, the technological resources are utilized effectively. The study concludes that continuous training is provided for human resources on how to carry out strategic plans and the pension fund makes physical resources available for implementing the plan. The study concludes that based on the overall mean for strategic resource allocation, NSSF practice of strategic resource allocation is moderate.

The study concludes that pension fund employees are inflexible and inadapttable when adjustments are required. This creates a sort of resistance to change and pulls down strategic plan's execution. Ultimately, aligning employee attitudes with the organization's strategic goals leads to better strategy implementation. The pension fund working environment is open to fresh ideas, which improves the execution of strategies. The study concludes that based on the overall mean for organization culture, pension fund practice of organization culture is moderate.

The conclusion of the study is that pension fund leaders use visual aids like tales, models, and other forms of communication to explain to others what they need to do. Also pension fund leaders regularly examine the progress being made in implementing the strategic plan and make improvement suggestions. Further, it is concluded that the pension fund has implemented structural employee motivations and that the goals and results of the strategic strategy are clearly stated. The study concludes that based on the overall mean for strategic articulation, pension fund practice of strategic articulation was moderate.

The study also concludes that the pension fund adapts communication procedures to emergencies effectively. Also, the pension fund does a very good job of making written instructions and reports plain and straightforward. The study concludes that effective departmental communication about the implementation of strategic change improves strategy execution and that pension fund employees have access to clear lines of communication that are based on strategy. The study concludes that based on the overall mean for strategic communication, pension fund practice of strategic communication is large extent.

#### **5.4 Recommendations of the Study**

To facilitate the implementation of strategic plans, funds should be allocated to the National Social Security Fund at the appropriate time, according to the study. The pension fund managers should deploy technological resources during the strategic plans' execution. This would ensure success in the execution process. In addition, the organization should provide

continuous training to its employees on how to carry out strategic plans and the management should avail necessary physical resources to assist in implementing strategic plans.

In the study, it was revealed that employees were less flexible and adaptable, and therefore needed to invest in change management initiatives. This would prepare the employees to accept change without much resistance. Further, the study recommends that the employee attitudes and strategic goals should be aligned as much as possible. This would play a pivotal role in strategy implementation success in the institution.

The study recommends that the pension fund leaders should employ various instruction aids like visuals, tales, and models to explain strategic plans to employees. This would articulate the institution's goals and direction to all employees easily. In addition, pension fund leaders should examine the progress being made in implementing the strategic plan on a regular basis and suggest improvements periodically. This would make it possible to know when strategic plans execution goes wrong and take corrective measures early. Pension funds should implement structural employee motivations which would serve as incentives to employees to execute strategic plans. This would be aided by clearly stating strategic plans to employees.

Adapting communication procedures to emergencies effectively is recommended in the study by the pension fund's management. Also, the pension fund should make written instructions and reports which are plain and straightforward. This would provide ease of understanding of these instructions and hence enhance common understanding among all employees. Departmental communication about strategic plans should be effective and

smooth to improve strategic plans execution. The lines of communication in the pension fund should be based on strategy.

### **5.5 Limitations of the Study**

Researchers have taken reasonable actions and efforts to ensure the success of the study. However, despite these efforts, this study had several limitations. Accessing information has never been easier. Because the staff of the National Social Insurance Fund were not easily accessible and were reluctant to provide information once they had access. This challenge was alleviated by providing an endorsement letter from the university and explaining the purpose of the research study.

This study was limited by respondents' willingness to provide accurate and reliable information, which in turn limited the findings. By testing the data collected for reliability and consistency, the researcher mitigated this challenge, which led to the study's success.

### **5.6 Suggestions for Further Study**

Studying the implementation of the National Social Security Fund's strategic plan was the focus of this study. However, the strategic plan implementation constructs adopted in the study only explained 48.1% change in NSSF organizational performance. Accordingly, the researcher recommends establishing the impact of other strategic plan implementation practices on pension fund performance by conducting a study. Secondly, since this study focused on pension funds and strategic plan implementation, other studies should include sectors like commercial banks, which depend heavily on strategic plans.

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## APPENDICES

### APPENDIX I: Research Questionnaire

**Instructions:** Please answer the following questions and check (✓) the appropriate box.

#### SECTION A: General Information

1. How long have you been with Pension Fund?

- a. 1-5 years        ()
- b. 5-10 years     ()
- c. 10-15 years    ()
- d. Above 15 years ()

2. What is your highest academic qualification?

- a. Certificate    ()
- b. Diploma      ()
- c. Degree        ()
- d. Masters      ()
- e. Ph.D         ()

**SECTION B: Strategic Plan Implementation**

On a scale of 1 to 5 where,

1 – Strongly disagree, 2 – Disagree, 3 – Indifferent, 4 – Agree, 5 – Strongly agree. Indicate the extent to which you agree or disagree with the statements.

<b>I)</b>	<b>Strategic Resource Allocation</b>					
	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	The company allocates funds for timely implementation of its strategic plans.					
2	The use of technology resources occurs during the execution of a strategic plan.					
3	Ongoing training is provided for human resources on how to carry out strategic plans.					
4	The organization makes physical resources available for implementing plan.					
<b>II)</b>	<b>Strategic Articulation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Leaders explain what has to be done to others using tools, visuals, tales, and models.					
2	Leaders examine the progress being made in implementing the strategic plan on a regular basis and suggest improvements.					
3	The company has implemented structural employee motivations.					

4	The goals and results of the strategic strategy are clearly stated.					
<b>III)</b>	<b>Organization Culture</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	When adjustments are required, workers in this organization are adaptable and flexible.					
2	The alignment between employee attitudes and strategic goals and objectives improves strategy implementation.					
3	The working environment at the fund is open to fresh ideas, which improves the execution of strategies.					
4	The working environment at the fund is open to fresh ideas, which improves the execution of strategies.					
<b>IV)</b>	<b>Strategic Communication</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	This company does a very good job of adapting communication procedures to emergencies.					
2	This company does a very good job of making written instructions and reports plain and straightforward.					
3	Effective departmental communication about the implementation of strategic change improves strategy execution.					
4	Employees have access to clear lines of communication that are based on strategy.					

**SECTION C: Organizational Performance**

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	The fund market share has increased in the last five years.					
2.	The administrative costs of the fund have reduced over the last 5 years.					
3.	The percentage investment returns of the fund have increased over the last 5 years.					
4.	The fund's members contribution amount has increased in the last five years					

**Thank You for Your Cooperation**