

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

MAUNCHO NYANDUKO CYNTHIA

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DECLARATION

Student

This research project is my original work that has not been presented for examination in any other University or institution for award of any certificate.

Mauncho Nyanduko Cynthia

D53/OL/23253/2012

Sign----- Date-----

Supervisor

This is to confirm that the research project has been presented for examination with my approval as the University supervisor.

Bett Shadrack

Department of Business Management

School of Business

Sign----- Date-----

DEDICATION

I would like to dedicate this research project to my family especially my husband Charles and my angels Kyla and Bethel who have all supported and encouraged me on my education journey and enabled me to achieve my goals. You surely are the light in my life.

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ABBREVIATIONS AND ACRONYMS

KWTRP	KEMRI- Wellcome Trust research Programme
KEMRI	Kenya Medical Research Institute
NGO	Non-governmental organisations
RBV	Resource-Based View
AAP's	Africa Asia Programmes AAP's
LMIC's	Low- and Middle-income countries

ABSTRACT

This research project is on the implementation of strategies and performance of public research institutions in Kenya in the case of the KEMRI-Wellcome Trust Research Programme (KWTRP) in Kilifi County. Implementation of strategy in most of the donor funded institutions is primarily driven by the availability of financial resources yet this is just one of the factors that affect implementation of strategies and performance of these organisations. The question that the study sought to answer was to show how these factors influenced strategy implementation and performance in these organisations. The study aimed to achieve four specific objectives: To establish the extent to which policy affected the implementation of strategy and performance; To find out the effect of resource management on implementation of the strategy and performance of the organisational; To determine how skills and competencies affected implementation strategy and performance; and to examine the role of culture on implementing strategy and performance. Emphasis was put on how much these factors affected the implementation of strategy and the resulting performance. Performance in the context of this study comprises of the internal and external working environment of KWTRP. This research conceptualizes and develops the dimensions of implantation of strategies which include policy, resource management competencies and organisational culture to test the relationship of the indicators to implementation of strategy and performance. The study adopted a descriptive research design to characterise the study variables. Out of the study population of 800, 120 respondents were selected through a stratified sampling technique. Primary data was collected using a questionnaire which had closed, semi closed and open-ended questions. The study also used secondary data from the organisation's annual reports, existing communication tools, research journals and donor reports. The data was analysed and presented in tables, and graphs, using descriptive statistics analysis conducted to establish the relationship between the dependent variables and the independent variables. The results show that there is correlation between the implementation of the strategy and performance and that the four identified independent variables have a significant role to play in the performance of public research institutions with Policy and resources showing a greater influence. The study recommends the review of the strategies to focus on Policy and resources management to improve the implementation process and performance. Based on the findings, the researcher also notes the significance role played by the staff individually and at corporate level. This study helps the management of public institutions identify and invest in the right factors of strategy implementation. This includes a corporate culture to support implementation which then positively affect the strategy implementation and performance It also helps support the approaches to identifying focus areas in the implementation process of strategy to improve performance. Given specific issues to deal with, the management will be able to implement reviews to their strategy to address the factors affecting performance. The study will help similar organisations identify areas in which they can improve their strategy implementation and performance.

OPERATIONAL DEFINITION OF TERMS

Governance of health systems: Since the promulgation of the new Kenyan constitution the governance of Health systems in Kenya was devolved. This implied the decentralisation of governance from the National government to the newly created County government system. Which has equally affected all public health institutions including KEMRI

Management skills: This is defined as the leadership skills and competencies in driving the achievement of the organisational objectives.

Organisational performance: Performance refers to the ability of the organisation to achieve its intended objectives. Performance can either be positive or negative.

Organisation Culture: Behavioural structure defined by norms and believes within an organisation built over time.

Policy: Policy refers to both the institutional (Internal) and regulatory framework that guides research institutions in Kenya

Resource management: This is how an organisation plans and utilises the financial, human and infrastructural resources at its disposal for achieving the set strategy.

Strategy: Strategy is defined as a plan of action formulated by an organisation for the achievement of its primary objectives in the long term. The strategy should also be able to ensure competitive advantage of the organisation.

Strategy Implementation: Strategy implementation refers to the actioning of the strategy. This is the phase of the strategy where all the formulated plans are put into action to achieve

the organisations objectives. This is through creating systems that would support implementation

Skills and Competencies; Skills refer to the learned abilities of the firm's employees and management to achieve the set objectives of the firm. While competencies can refer to the persons knowledge and experiences over time to achieve a good job.

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

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

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

viewed as a firm's theory of how to achieve high levels of performance in the market and industries within which it is operating Barney, (2007).

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

1.1.1. Organisation performance.

Organisation performance is one of the most argued over concepts by both researchers, theorists and management practitioners. There is no agreed definition of the same. In this project we look at the various definitions opined over time and finds several commonalities which we shall focus on. Mwita, (2000) in his work focusing on Public sector performance defines it as a major multidimensional construct aimed at achieving results and has a strong link to the strategic goals of an organisation. Okwako, (2013) similarly opines that Organisation performance is the measure of the extent to which an organization's goals have

been achieved. Continuously empirical evidence shows that organisation performance relates to how well an organization achieves successful outcomes in relation to its set objectives. It is also the ability of an organization to acquire and utilize scarce resources in the most cost-effective manner to achieve its operational and strategic objectives. The business dictionary also defines organizational performance as an analysis of a company's performance as compared to goals and objectives. Performance measurement is important as it helps to determine how effectively the organization is utilizing its resources, ensure that best quality is being offered and raises level of innovation Hill & Jones, (2001). Brumbach (1988), as cited in Armstrong (2001), contends that performance refers to both behaviour and results, and adjusting organisational behaviour and actions of work to achieve results or outcomes. Behaviours are outcomes in their own right and reactions to the product of mental and physical effort applied to tasks.

With no primary objective of making profit, some of the approaches used by public institutions globally and locally to measure performance include benchmarking, performance appraisal and performance review which involves comparison of actual performance against set standards Koletit, (2012). The complex nature of the various interests present in the accountability of public institutions by the nature and diversity of the stakeholders equally affects performance in these organisations. The principal however remains the same in analysing what the organisation objectives and what has been achieved. This same principle has been reflected for the KEMRI- Wellcome Trust research programme with strategic objectives developed and performance being measured based on the principal objectives.

1.1.2. Strategy Implementation

Implementation is the action stage in the strategic management process. It is the most difficult and complex stage and involves mobilization of employees and managers. The goal of implementation is to unite the total sum of an organization behind a strategy and involves all units in the organization. The top management should initiate it and will succeed if employees are fully involved Musa, (2014). Strategy implementation is comprised of a series of sub activities which are primarily administrative with the purpose of determining how resources of the organization must be mobilized to accomplish its strategy in a cohesive manner Mintzberg, Quinn, & Goshal, (2002). How well a management team performs this task plays a big role in determining whether an organization performs to its potential.

As noted by Thompson & Strickland (2003), the cornerstone of strategy implementation is building an organisation capable of carrying out the strategy successfully. Strategic formulation includes the setting of the mission, goals and objectives for the organisation, the analysis of the external environment as it affects the organization, together with its internal resources and the choice of strategic alternatives. Kaplan & Norton (2001) see the ability to execute the strategy as an even bigger management challenge than determining the right vision and the quality of the strategy itself. They point to the importance of adequate performance management systems as a critical success factor for implementing strategies. More and more companies are acknowledging that performance measurement systems need a focus, by linking them to the strategy of the organization. Thompson & Strickland (2006) noted that a good strategy and good implementation are the most trustworthy proof of good management.

Strategy implementation is concerned with the translation of strategy into organizational action through appropriate structure and design, resource planning and the management of strategic change Johnson and Scholes, (2002). When considering implementation, questions relating to who should be responsible for carrying out the predetermined strategic plans, what structures are in place and the changes necessary must be addressed. The way in which the strategy is implemented can have a significant impact on whether it will be successful or not. In most cases, the people implementing the strategy will be different people from those who formulated it. For this reason, care must be taken to communicate the strategy. Hendry and Kiel, (2004) also claims that an unimplemented strategy kept in a cabinet can be a great source of employee negativity. This therefore begs that a different set of skills will be required for the purpose of putting a strategy into effect Johnson and Scholes, (2002)

1.1.3. Governance of Research Institutions in Kenya

According to a report by World Bank (2012), in a devolved system, local governments have clear and legally recognized geographical boundaries over which they exercise authority and within which public services are delivered. In the African context, notwithstanding many decades of strong backing for the decentralization of health administration, health care systems decisions are taken in central divisions of the ministries of health World Health Organization, (2010). These decisions are then conveyed top-down through the provincial or regional health administration units to the operational services at district level: hospitals, health centres and vertical programme centres Blaise & Kegels, (2014) Which was also the case for Kenya until the promulgation of the new constitution in 2010.

Devolved systems in health have been implemented in other contexts and we look at the Philippines context to draw comparisons with Kenya. The Philippines Government introduced a major devolution of national government services including health services. The aim was to improve management of services and make them more available to the people. What followed however was that this led to falling quality and coverage of health services in rural and remote areas, the opposite of what devolution was meant to achieve Robinson, (2007). After five years after devolution, there was a breakdown in management systems between national and local levels of government, poor staff morale, a decline in maintenance of infrastructure and under financing of operational costs of services. The government of Philippines was forced to review the policy (Robinson, 2007).

In the aftermath of the new constitutional promulgation in Kenya in 2010, a devolved system of governance with two levels of government - National and County government was put in place (Okech & Lelegwe, 2016). One of the pioneer sectors of devolution was the Health Docket. At the national level, health leadership is provided by the Ministry of Health (MOH) (GoK, 2010). whose key mandates include development of national policies, provision of technical support at all levels and monitoring quality and standards in health services provision. Provision of guidelines on tariffs for health services, governance of health research through the Kenya Medical research institute (KEMRI) conducting studies required for administrative or management purposes (Okech, 2016). While the health ministries at the county level are mandated with the development of policy that guides the recruitment, placement, training and remuneration of all health workers in the county; monitoring quality and standards in health

services provision, and the charges for the various health services. (Tsofa *et.al* 2017) has shown that the problems in Philippines were not unique. The research shows the hurried way in which the health was devolved in Kenya, revealed a gap in the capacity of the health system and of the human resources available to effectively implement devolution, leading to continuous review of policy to support this which equally affects the mandate by research institutions like KEMRI.

1.1.3.1 Public Research Institutions

A research institution is characterized as a foundation that has fundamentally been framed to direct research. Research establishments might be what represents considerable authority in essential research or connected research. There are a number of such institutions in Kenya that lead distinctive types of research particularly for sociological and historical research purposes. The research institutions in Kenya involve both public and private associations. Public research institutions are owned by the Government while private institutions are the Non-Governmental Organizations (NGOs) who depend on donor financing to lead investigate.

Since independence, the Kenyan economy has remained predominantly agriculture, with industrialisation remaining an integral part of the country's development strategies. The industrial sector's share of monetary GDP has remained about 15-16% while that of manufacturing sector has remained at a little more than 10%. Over the last two decades manufacturing activities account for the greatest share of industrial production output and form the core of industry (ROK, 2012). Research institutions in Kenya can be widely grouped into

four major classes, Agricultural research institutions and Medical Research Institutions, Industrial Research Institutions and Social research Institutions. The public research institutions in Kenya are as follows; Kenya Agricultural and Livestock Research Institute (KALRO), Kenya Marine and Fishery Research Institute (KEMFRI), Kenya Forest Research Institute (KEFRI), Kenya Medical Research Institute (KEMRI), Kenya Industrial Research Institute (KIRDI) and National Crime Research Center (NCRC).

1.1.4. KEMRI-Wellcome Trust Research Programme (KWTRP)

Kenya Medical Research Institute (KEMRI) is a State Corporation established through the Science and Technology (Amendment) Act of 1979, which has since been amended to Science, Technology and Innovation Act 2013. The 1979 Act established KEMRI as a National body responsible for carrying out health research in Kenya. Research is traditionally a costly endeavour and collaborative in Nature while health is a global venture with health issues affecting all populations despite geographical boundaries. Having 9 key areas of focus in health research KEMRI has entered into collaborative agreements with likeminded institutions to fund support and help achieve internationally recognised research outputs. One of its main Collaborations is the KEMRI-Wellcome Trust research Programme that is a collaboration between KEMRI, the Wellcome Trust Charity in The UK which supports Health research and the Oxford University

The Wellcome Trust Africa Asia Programme (AAP) in East Africa also known as The KEMRI Wellcome Trust Research Programme is centred in Kilifi Kenya and conducts collaborative work in several surrounding countries. It began in 1989 as a series of projects involving three

major stakeholders: KEMRI, Oxford University and the Wellcome Trust. For over Twenty-nine years, it has grown from a total staff of 15 to one of 800 and is one of the most productive research programmes in Africa. The central aim of the programme is to conduct health research to the highest international scientific and ethical standards on the major causes of morbidity and mortality in Kenya and the east African region.

Historically the programme was initially based in Kilifi, with support from the then Wellcome Trust Research Laboratories in Nairobi. Beginning in 1994 some parts of the programme were relocated to Nairobi and in 1999, the activities in Kilifi and Nairobi were combined into a single Wellcome Trust unit and subsequently designated a Wellcome Trust Major Overseas Programme (MOP). Activities in Kilifi are focussed on the coast of Kenya and involve epidemiological, community based, clinical and basic science research.

Being a non-profit organisation, its major output is research, capacity building and policy influence and in addition attracting the right funding and collaborations for resident researchers. The organisations productivity is therefore measured by the quality of research published by the resident scientists or researchers and the number of personnel trained and developed over the strategic period. The 2011-2016 period in review saw the publication of over 500 peer reviewed papers, 144 grants awarded 32 million Pounds awarded towards core funding.

1.2. Statement of the Problem

Cater and Pucko (2010) arrived at the supposition that 80% of firms will always have the right kind of strategies. The challenge is in the implementation with a 14% chance of a firm successfully implementing a strategy to the expected levels of performance. Considering the high levels of failure in implementation and resultant dismal organisation performance. Rajasekar (2014) opines that the organisation leadership needs to pay more attention to the implementation of this strategies. Strategists have blamed various aspects of the strategy implementation for this failure. So, what does really affect implementation and performance? This study sought to find out whether the various independent variables have an effect in the successful implementation of strategy and performance.

Strategy implementation and performance for non-governmental, nonprofit organization is also largely said to depend on the source of funding of organizations. In fact, most of these organisations including the KEMRI- Wellcome Trust organize their strategic cycle to the availability of resources, yet this is just one of the factors that affect implementation and performance of these organisations. The question that the study sought to answer was how the other factors drive strategy implementation in KEMRI- Wellcome Trust and performance affecting delivery of set organisational deliverables?

Several research studies have been done on strategic management practices and performance, but little study has been done by earlier researchers to analyse implementation of strategies and

performance in public research institutions and no study has been done to analyse determinants of implementation of strategies and performance at the KEMRI-Wellcome Trust Programme.

Otiende (2013) did a study focusing on the factors affecting implementation of the Kenya Vision 2030 in the public sector. His study omitted a key aspect of strategy implementation by the lack of stakeholder involvement in strategy implementation. Another instance, Kiptugen (2003) did a study to determine the strategic responses of Kenya Commercial Bank to a changing competitive environment. He mainly focused on strategies that can be adopted in a competitive environment; the study focused on strategy implementation and challenges in the implementation phase but not the effect on performance. In (Wandera 2012) who looked at the challenges facing KEMRI in implementation of an automation strategy. The study focuses on two main issues of overall challenges and provision of solutions to the challenges it however fails to outline an analysis of the findings indicating clearly the impact of each of the challenges on performance. Others include Muchira 2013 who focused on the relationship between strategy implementation and performance showing the dependency of the implementation and performance but focusing on commercial banks.

This study focuses on the later part of strategy, which is the implementation, the various factors that impact the overall success or failure of the strategy and performance for a public research institution which is primarily donor funded. From the discussions above, it is evidenced there is no known study that has focused on addressing this gap. It is against this backdrop that this study sought to fill the knowledge gap by assessing the determinants of the implementation of strategies and performance at KWTRP in Kilifi County.

1.3. Objectives of the Study

1.3.1. General objectives

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

1.3.2. Specific objectives

- i) To establish the extent to which policy affected the implementation and performance of strategy at KWTRP Kilifi
- ii) To assess the effect resource allocation had on implementation and performance of strategy at KWTRP Kilifi
- iii) To determine the effects of skills and competencies on strategy implementation and performance at KWTRP Kilifi.
- iv) To examine how culture influenced strategy implementation and performance.

1.4. Research Questions

- i) What was the extent to which policy affected implementation of strategy and affected performance at KWTRP Kilifi?
- ii) What was the effect of resource allocation on implementation of strategy performance at KWTRP Kilifi?
- iii) How do skills and competencies affect strategy implementation and performance?
- iv) What influence did culture have on performance of strategy at KWTRP Kilifi?

1.5. Significance of the Study

The study explored the determinant factors that affect strategy implementation and performance in KWTRP. Based on the findings, the researcher intention is to identify and advise management on the various approaches to tackling the challenges faced in the implementation process of strategy. Faced with specific issues to deal with, the management of KWTRP can implement reviews to their strategy to address the factors affecting performance. The recommendations can be used to review the strategy direction and find ways to improve the implementation process. This research will also help similar or other organisations to identify areas in which they can improve their strategy and transform the performance in the challenging research environment. The study will also be used to review the role played by existing policy's governing research organisations and how they can be improved to guide academic institutions in achieving their mandate

1.6. Limitation of the study

The study used closed, semi closed, and open-ended questionnaires to collect the required data. While closed ended questions limit the respondent's response the semi and open-ended questions have the limitation of compelling the respondent to give an opinion. To mitigate the ability of the researcher to getting comprehensive data. The questions were well structured and thought out to cover all the variables in the study.

The study's secondary data was focused on the various institutional reports that would give relevant information on the performance of the organisation. Some of this data has not been published and is not easily available. The provision of this was limited to the resource who had the said data.

1.7. Scope of the Study

The study is based upon the relationship between the factors in strategy implementation and performance at KWTRP in Kilifi. The study is based in the main programme hub which is based in Kilifi. The study utilised the experiences of the employees and management of KWTRP and provided documentation on performance. This included how the outlined factors affected the implementation of the strategy and resulting performance, including the working environment of KWTRP. Based on the descriptive nature of the study, quantitative as well as qualitative primary data collected using a questionnaire was relied upon for statistical analysis. The study focused on reviewing the 2011-2016 strategy implementation and performance period

1.8. Organisation of the Project

The project included an introduction to the problem and a description of the intention of the study which included an outline of the objectives of the project with a reflection on the subject matter KWTRP. The project looked at the literature review which outlined the components of the study including the theory around strategy implementation and performance describing the theoretical and empirical framework. This section of the study also looked at the independent and dependent variables. The Third chapter outlined the study sample how the data was collected analysed. The fourth chapter looked at the evaluation for the data collected and presentation of the data with the conclusions and recommendations presented in the last chapter.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

The chapter includes the review of theories and other literature that have been written in relation to the implementation of strategy in organisations in relation to organisation performance. It is a summary of literature and knowledge gaps the research intends to fill. A conceptual framework was developed showing the variables of this research indicating the dependent and independent variables.

2.2. Theoretical Framework

This section looks at the various theories that the study will review. The theories in consideration include; the Agency Theory, Resource-based theory (RBV) and Behavioural Theory of the Firm

2.2.1. Agency Theory

Agency relationship as defined by (Jensen and Meckling 1976) is a contract where one or more persons delegate work to another person to do the work on their behalf. The agent is required to execute tasks that are within the principal agent relationship considering actions that have consequences for both the principal and the agent. They further argued that these consequences can have both negative and positive impact for each of the actor. Desires and goals of principal and agent are two problems that can arise and it's difficult for principal to verify what the agent is doing. According to this theory there should be a contract and monitoring of work to

eliminate opportunism though this may not be enough to cope with the problem since the agents are more informed on the problem area than the principal entity.

Agency theory assumes one party acts on the behalf of the other that is the Agent on behalf of the principle owner. This arose from a growing concern, that organisations management engaged in empire building and possessed a general disregard for shareholder or owners interest, what Michael Jensen called “the systematic fleecing of shareholders and bondholders” (Jensen, 1989), through providing prescriptions as to how the principal should control the agent to curb managerial opportunism and self-interest (Perrow 1986, Daily et al.2003). Agency relationships occur when the principals hire the agent to perform a service on the principals' behalf. Principals commonly delegate decision-making authority to the agents. Because contracts and decisions are made with third parties by the agent that affect the principal, agency problems can arise. The theory seeks to address problems that arise due to differences between the goals or desires between the principal and agent. This situation may occur because the principal isn't aware of the actions of the agent or is prohibited by resources from acquiring the information.

The main problem the theory addresses is when the desires of the principle and the agent is in conflict and the Principle is unable to verify what the agent is doing; the second problem arises when the Agent and the principle have different attitudes towards risk. This theory helps us understand the relationship between research regulators and implementers in this case research institutions. How do the policies and regulations instituted to govern research institutes affect

their work strategies and performance in the Kenyan environment this triggers the first question, what is the extent to which policy regulation affect implementation of strategy at KWTRP Kilifi?

2.2.2. Resource-based Theory (RBV)

This theory is founded on the belief that firms within an industry control heterogeneous strategic resource. Resources in this case are deemed “rare valuable and controlled by the firm”. Penrose (1959). They can be in the form of all assets, capabilities, organisational processes, firm attributes, information, knowledge, etc. which are controlled by a firm and that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness (Barney, 1991).

Stated differently, resources are the strengths that enable firms to implement their strategy. According to the Resource-Based View (RBV) certain assets with certain characteristics will lead to sustainable advantage and therefore high strategic returns in terms of market share or profits, Implementation of strategies that will give a competitive advantage to a firm lies on primary application of the bundle of valuable interchangeable and intangible or tangible resources at the firm's disposal says Mwailu & Mercer, 1983, Wernerfelt, 1984, Rumelt, 1984, Penrose, (1959) To transform a short term competitive advantage into a sustained competitive advantage requires that these resources are diverse in nature and not perfectly movable Petered, (1993).

This effectively then gives rise to valuable resources that cannot be easily substituted at least without considerable effort Barney, (1991). If these conditions hold, the organisations bundle

of resources can assist the firm sustaining above average returns. The operationalisation of RBV theory is fundamental because it directs managers in their resource-based strategy implementation. "And should therefore reveal flaws and inconsistencies in proposals that might not otherwise come to light until the proposals are implemented and under way" Morecroft,(1984).

Owen, (2003) states that in practice there are four problem areas associated with the successful implementation of strategies. Organisation structure and interrelations with the various business units, Organisation culture in relation to competitive environments and change management, Monitoring and control of the implementation process, and finally the organisations systems in communication, compensation management development. The influencers or factors that influence implementation of strategy have been categorized as leadership, availability of information in its accuracy the organisations structure and resources which include human resources, and technology.

Various authors agree that these factors affect strategy implementation and performance. The impact caused by each factor's varies with levels and carries different implications to an organisation. Lorange (1998) says that increasingly the factor of financial resource being held as the key issue in resource allocation has be surpassed by human resources at becoming the key focus of strategy implementation and asserts that people, not financial resources, are the key strategic resources in strategy implementation.

A study involving 172 Slovenian companies, Cater and Pucko (2010) say and demonstrated that managers were the weakest link in implementation due to poor leadership and that focus

is put in planning and organisation for the implementation process rather than equipping teams with skills to implementing strategies and achieve optimal performance, while the biggest obstacle to strategy implementation and execution is poor leadership. Their results showed that adapting the organizational structure to serve the execution of strategy has a positive influence on performance. Fulmer (1990) also states that management will play an important role in the effective implementation of strategic plans. And the overall engagement of each member of staff plays a critical role in ensuring success of the strategy implementation. He encourages incentivisation of staff to motivate involvement. In this study we use this theory to answer the question of resource in terms of financial, influence of resource on culture and the staff involvement looking at the role the management plays. This theory will be used to answer second question, what is the effect of resource management on implementation of strategy at KWTRP Kilifi?

2.2.3. Behavioral Theory of the Firm

Many government Corporations have embraced the concept of strategic planning in the recent past to enhance their performance through better decision making. This is because it has been argued that planning enhances decision making (Thompson, Strickland, & Gamble, 2008). Performance Management is essential for enhancing organizational effectiveness and organizations need to put in place performance management systems that clearly define expectations and helps align employee behaviour with the culture and business needs of the organization. Nzuve & Njeru (2013) argue that there is need to understand the relationship

between Strategy, People, Organizational Design and performance systems for performance management to succeed.

The behavioural theory of the firm takes the organization as the basic unit of Analysis by attempting to predict behaviour with respect to price, output and resource allocation decisions. The theory argues that while small firms may operate under the guidance of the entrepreneur, such a simple model cannot describe large corporations. The large corporations are a coalition of individuals or groups which may include Managers, stockholders, workers and suppliers. These Coalitions are affected by decisions made in the organizations. The theory argues that Firm's sets goals which must be implemented through decision making at top and lower level of management.

To succeed, knowledge, skills, experience and perspectives of the wide range of people must be integrated Nzuve & Njeru, (2013). "Integration will be achieved through effective decision making to allow for prioritisation in allocation of financial and human capital resources". Decisions must be made on how to prioritize strategic action by carrying out financial assessment to assess availability of resources and improvement measures to assess whether the proposed actions improve the health of the firm. According to behavioural perspective, managers develop aspirational performance levels for their firms based on historical firm performance and observed performance of peers or reference groups. Performance below aspiration indicates potential problems in attaining long term goals (O'Brien & David, 2014). This means that the firm must from time to time review their performance to see if the strategies

they are implementing and the way they are implementing them is on course towards achieving their set aspirations. This triggers the research question; How do skills and competencies effects performance of strategy at KWTRP?

2.2.4. The 7's Framework on strategy implementation and performance

Several organizational models on strategy implementation and the measure of performance have been outpaced by the evolution of organizational needs. The McKinsey 7-S Model has however persisted. Developed in the early 1980s by Tom Peters and Robert Waterman, two consultants working at the McKinsey & Company consulting firm. The Model is based on the basic premise that there are seven internal aspects of an organization that need to be aligned if it is to be successful. The 7-S model can be used in a wide variety of situations where an alignment perspective is useful.

The 7-S model identifies the seven factors as strategy, structure, systems, staff, skills, style/culture, and shared values. This factors that influence the organisation alignment have been grouped into 2 namely the Hard elements; Strategy, Structure and Systems and Soft elements; which include Shared Values, Skills, Style and Staff. The model is based on the theory that, for an organization to perform well, these seven elements need to be aligned and mutually reinforcing. So, the model can be used to help identify what needs to be realigned to improve performance. The Model essentially addresses three questions, where the organization is at this moment in time, where the organization wants to be at a length of time and how does the organization get there?

The hard elements described above tend to be controllable and influenced by the management of an organization while the rest is largely dependent on the culture of an organization. Strategy is at the heart of strategic management as it helps an organization to plan, formulate and implement various tasks in its attempts to prosper and attain its objectives and goals, a plan to achieve sustained competitive advantage and helps successfully compete in the market. In The 7-S model a well aligned strategy means a clearly articulated, long-term plan that helps achieve competitive advantage which is strengthened by strong vision, mission and values. If looked at alone one cannot see if a strategy is well aligned with other elements. The important factor in the model calls for looking at the alignment of all the elements

Structure characterizes the way an organisation is organized this includes units, departments and the formulations on responsibilities of accountability. This may make up the organisations chart or organogram. In the model this is the most visible and easy to change elements of the framework. Systems was previously looked as a soft element but was later reviewed. These are the policy's, processes and procedures of the organisation, this are able to show how the organisations decisions are made and show the' daily activities. This should be the focus of any management team in the implementation of change in a firm.

Skills refer to the competencies and abilities of the firm's employees to achieve the set firm objectives. In the process of change the question of which skills are needed to implement the change should be critical for all managers. Staff element is focused on the quality and quantity of personnel needed to implement change and ensure performance. This included Capacity

development of the existing staff. New staff needs how they will be recruited, trained, motivated and rewarded.

Style: this largely looks at the leadership it represents the way the company is managed by top-level managers, how they interact, what actions do they take and their symbolic value. In other words, it is the management style of company's leaders. Shared Values this is at the central of the McKinsey 7s model. They are the norms that guide employee behaviour and company actions and therefore at the foundation of every organization. Which brings us to our last research question on the role of culture in the implementation of strategy and performance?

2.3. Empirical Literature Review

This section of the chapter visits studies that have been conducted in the area under research. Various studies have been done to determine the specific objectives of the research and their challenges.

2.3.1. Policy and organisational performance

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

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

2.3.2. Resource Management and organisational performance

Resource has been defined in this literature as assets tied semi-permanently to firms and include tangibles and intangibles. The key intention is that the way the resources are allocated in the firm shapes the resulting strategy realisation of an organisation. The process of resource allocation is intimately connected to strategy. Resource allocation and related decisions are primarily made by managers who may have different and sometimes conflicting roles. This process is a complex, simultaneous, dynamic, multilevel and multirole phenomenon mainly

also influenced by the structural context which shapes the strategy (Grimsley 2018) refers to it as a process and strategy involving a company deciding where scarce resources should be used.

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

2.3.3. Management Skills and Competencies

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

is necessary. Leadership needs to help the employees understand how the company benefits from the new implementation. In this effective communication is prevalent.

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

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

2.3.4. Organization Culture

Organizational culture includes an organization's expectations, experiences, philosophy, and values that hold it together, and is expressed in its self-image, inner workings, interactions with the outside world, and future expectations. It is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid.”

This brings out one considerable aspect that each organization will have its own unique culture built over time and due to their different experiences. Every culture is influenced by people in the firm, the history of the firm, management styles and even communication styles which is a mean that shapes culture. Crittenden *et.al* (2008) sees culture as a system of shared values MacMillan (1978) believed there is a need to develop commitment by the members of an organization to key strategic decisions. This assumes that most people will do what is in their best interest and thus the need to ensure that an organization has shared values in which teams are invested in.

Organisational culture is influenced by various aspects in an organization. Communication is a key aspect in culture. If a change process is to be initiated for example the leadership has to be intentional in ensuring that the change is communicated effectively throughout the various structures of the organization “Everybody in the organization must know the direction the organization is going and what are the objectives. As well they must know the vision...” (Scroggins 2015)

Leadership is also a factor in organizational culture; The leadership of an organization will in most instances influence the kind of culture an organization adopts for example a leader’s value

system norms and standards will most of the time affect the way an organisation does its business, when a leader is autocratic most of the decisions made in an organization will be top down.

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

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

2.4. Summary of Literature Review and Research Gaps

The literature review consists of theoretical review, empirical review and the conceptual framework. The theories studied in this study are Agency Theory, Resource-based theory (RBV) and Behavioural Theory of the Firm. The findings of different authors in the empirical review provide a vivid picture on the relationship between variables. The conceptual

framework shows the hypothesized relationship between the dependent and independent variables to be tested in the study.

Despite having studies on the effect of strategic implementation, literature on the determinants of implementation and performance of strategies in public research institutions is scant. Salem Al-Ghamdi (1998), 15 implementation problems were identified as having been experienced six of this were experienced by over 70% of the sample group of firms. Based on case studies, Hansen, Boyd and Kryder (1998) identified additional implementation problems as failure by firms to evaluate and change or adapt the plan to the changes in the business environment. DeLisi (2001) looked at “the six strategy killers” of strategy execution, brought about by Bear and Eisenstat (2000). He found that four of these factors; ineffective senior management, top-down or laissez-faire senior management style, unclear strategies and conflicting priorities and Poor coordination across functional boundaries particularly hamper or destroy strategy performance. Johnson (2002) in his survey found that the five top reasons why strategic plans fail are related to motivation and personal ownership, communications, no plan behind the idea, passive management, and leadership.

The above existing literature has failed to focus on the various aspects of implementation of strategies such as policy regulation, resource management and competencies. The study will seek to address both the conceptual and contextual gaps in studies conducted in this area. Existing studies such as Koikai (2015) were conducted in different regions while those conducted in Nairobi County such as Muchomba (2015) focused on different variables such as

devolved policy and regulatory framework. The study therefore presents both conceptual as well as contextual research gaps that the current study will seek to fill.

2.5. Conceptual Framework

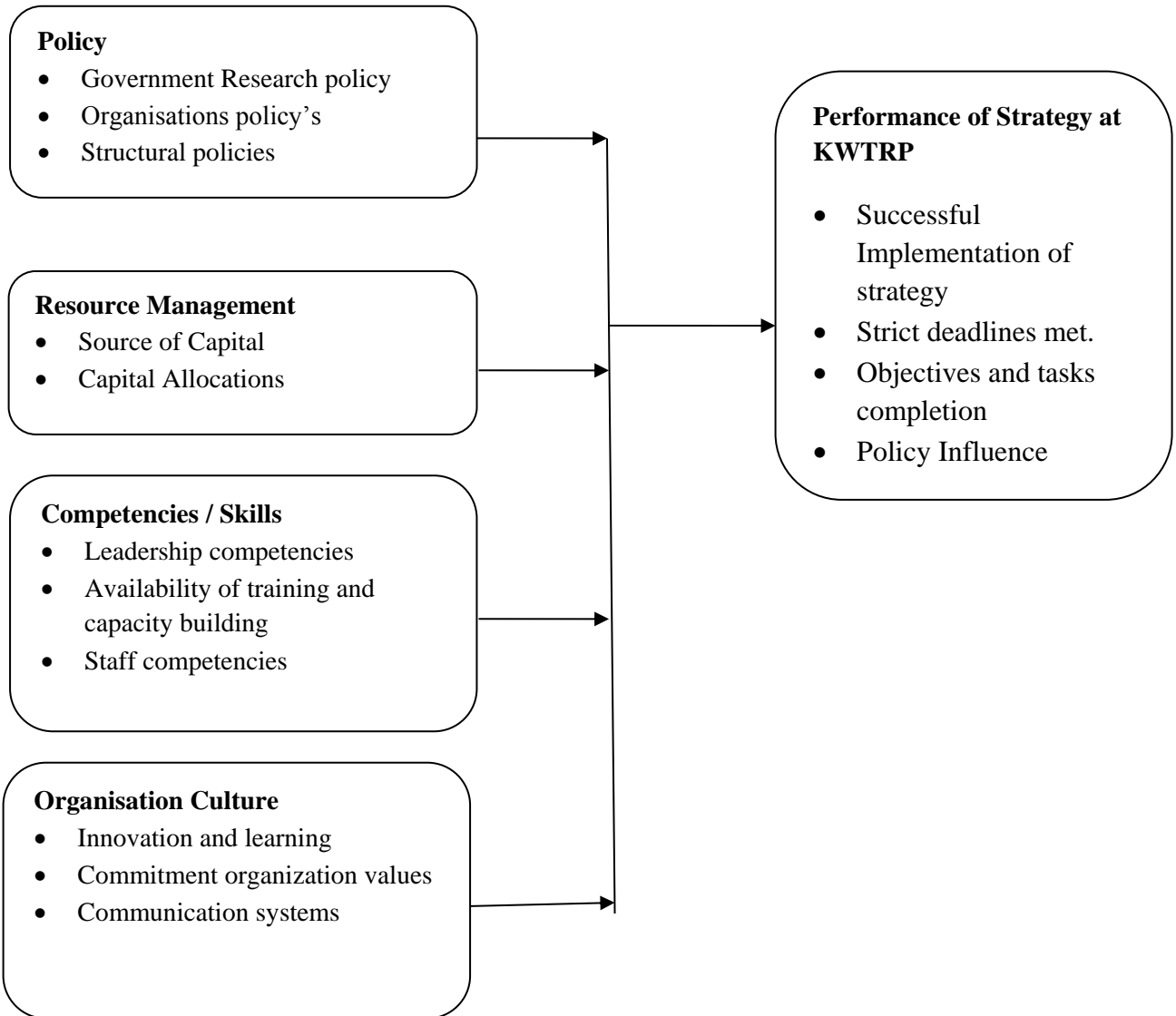
According to Kothari (2004), a conceptual framework provides a snapshot of the objectives of this study. The conceptualisation below is what will allow the researcher to answer this project research questions. The conceptualisation will serve as the basis for the questionnaire that has been designed to collect data. In this study, the relationship between the dependent and the independent variables will be investigated. The diagram below represents relationship between the dependent variable and Independent variables. The hypothesis here is that a change in any of the independent variable will ultimately cause an effect on the performance of the organisation.

These variables are as illustrated by Figure 2.1

Figure 2.1: Conceptual Framework

Independent variable

Dependent variable



Source: Researcher, 2018

CHAPTER THREE

RESEARCH METHODOLOGY

3.1.Introduction

This chapter outlined the methodology of the research study that was used in the collection of data pertinent in answering the research questions. It consisted of research design, study population, data collection and data analysis methods and ethical considerations.

3.2.Research Design

A research design was used to structure the research, to show how of the major parts of the project were coordinated to address the central research questions of the study (Kothari, 2004). This study adopted a descriptive survey design. This type of research design is developed to collect primary or secondary data with a view of analysing this statistically. It was used to establish the cause and effect relationship between dependent variable of the study and independent variable. The design was primarily adopted in line with the resource and time limitations of the study and the availability of the participants for data collection.

3.3.Target Population

The population of the study encompasses the total collection of all items, units, cases or elements about which the research conclusions are made (Kothari, 2005). The population of interest in this case is the staff at KWTRP, in Kilifi. Mugenda and Mugenda, (2003), explains that the target population should have some observable characteristics, to which the researcher intends to generalize the results of the study.

The KWTRP programme has 800 staff members working in the Kilifi unit. This study population comprised of the management team which has both researchers and operational teams, the study population also included the research staff, and the operational staff members of the organization. This stratum was chosen due to their direct involvement with the strategy implementation process and were best placed to provide information of the organization's performance. The researcher used stratified sampling to obtain data from each stratum. The sample was then drawn using random sampling. For the purpose of these study a sample of 120 was used with the population characterized as summarized in Table 3.3.1 below:

Table 3.1: Target Population

Category	Target Population	Sample
Top management	20	15
Research Staff	310	45
Operational staff	460	60
Total	800	120

Source; KWTRP Human resource information system- Per pay software

Table 3.2: Sample Size

Category	Target population	Percentage (%)
Top management	15	12.5
Research staff	45	37.5
Operational staff	60	50
Total	120	100

Source: KWTRP Human resource information system- Per pay software

3.4.Data Collection procedures and Instruments

The Data was collected using open ended and closed ended questions. The questionnaire was designed to collect qualitative and quantitative data. The questionnaires were administered by the researcher. The questionnaire included partially open ended and closed ended to allow ease data analysis, interpretation and tabulation of questionnaire (Mugenda & Mugenda, 2003). The secondary data, which constituted the other source of data, was gathered from the relevant internal and external organisational communication tools including magazines, bulletins, in-house newsletters, annual financial and research reports, books and journals in the period of strategy implementation.

The questionnaire was divided into three major sections each with a given focus. The first section gathered the demographic data of the participants, the second section targeted observed information on the independent variables of strategy implementation and performance in the strategic period under review. The third section provided data on the four key dependent variables of policy, resource, organisation culture and skills and competencies.

3.5.Data reliability and validity of data collection instrument

The researcher pre-tested the questionnaire to help provide important information on response rate as well as provide the opportunity to see the acceptability of the wording of the questions in the context of KWTRP. A pilot study was also conducted on small group of the targeted population. This was administered by the researcher personally where participants of the study were contacted by email explaining the research objective and asking them to participate, this

was to allow the researcher to record requests for additional explanation and to register comments indicating respondent's difficulty with question sequencing or other factors.

According to (Mugenda & Mugenda, 2003) data collection is how information is obtained from the selected subject of an investigation. Both primary and secondary data was collected concurrently during the research period. These questions were accompanied by a list of possible alternatives from which respondents were required to select the answer that best described their situation. A set of 120 questionnaires were issued to participating respondents. The questionnaires were administered using drop and pick method. This method was used because they allowed the respondents to give their responses in a free environment and helped the researcher get information that would not be given out when interviews are used. The questionnaire was self-administered for all the respondents. Secondary data was collected from documents and obtained reports within the organization.

3.6.Data Analysis and Presentation

To ensure logical completeness and consistency of responses, data editing was carried out each day by the researcher. This helped identify mistakes and data gaps that were rectified immediately. Once editing was completed then the data was analysed qualitatively and quantitatively. Quantitative data was analysed using descriptive analysis techniques.

The data collected was analysed qualitatively and quantitatively because qualitative analysis provided in-depth information of the study while quantitative analysis enabled the use of

statistics to give better understanding of data collected. The data was presented by use of percentage, tables and graphs. The quantitative data from the questionnaire was analysed using a Statistical Package and a correlation analysis carried out to determine the relationship between the dependent and independent variables

3.7.Ethical Consideration

Permission to conduct the study was sought and granted by the respondents; sample consent request was attached to the questionnaire. In the consent form the researcher gave full disclosure of the study objective and how the research process was to be performed. High level of data privacy was assured by anonymising the data collected while confidentiality was maintained throughout the study with the findings only being used for the academic project.

3.8.Limitations of the study

In conducting this research study, the researcher faced some limitations including; some of the respondents were reluctant to divulge their company information for fear of disclosing company secrets. This was mitigated by the assurance given to management that all information would only be used for research purposes and the information provided was handled with strict confidence and their identities was not to be disclosed. The other limitation experience is expressed biased opinion of the management team in KWTRP due to the need to reflect a good position and the positive performance of the organisation's strategy. The study was also be limited by the busy schedule of the respondents hence unavailability to fill the

questionnaires or incomplete data on the questionnaires. The study mitigated this limitation by using a drop and pick method and follow ups on the respondents to a ensure high response rate.

CHAPTER 4

DATA ANALYSIS AND PRESENTATION OF RESULTS

4.1.Introduction

This chapter presents the findings, analysis and interpretation of the findings of this study. The focus of this research was to assess the determinants of implementation of organisational strategic plans and performance in public research institutions in Kenya, in the case KEMRI-Wellcome Trust Research Programme (KWTRP) in Kilifi county. The research made use of percentages, tables and graphs for data presentation while also using descriptive statistics to present the relationships presented by the research data.

4.1.1. Response Rate

The study administered a total of 120 questionnaires to the selected respondents, a total of 114 questionnaires were dully filled and returned which represented a response rate of 95%. The remaining were either not complete or were never returned. The high response rate was attributed to follow ups made by the researcher and research assistant. The study response rate was in line with the propositions of Mugenda and Mugenda (2003) who argued that 50% response rate is adequate for a descriptive study.

4.2.Analysis of Data Collected and Discussion

The study questionnaire was divided into 3 major sections. The first section sought to collect data made up of the demography of the population while the second part was to collect data on

the dependent variable which is the performance of the organisation in relation to the implementation of the strategy, while the third section sought to look at the independent variables that affected performance of the organisation.

4.2.1. Demographic representation of the target Population

The study found it crucial to ascertain demographic information about the respondents since it contributed to the fair application of the information that was collected and how the information could be applied. This analysis relied on the information given by the respondents to allocate the different categories for the results according to their responses.

4.2.2. Gender of the Respondent

The study required gender appropriation of the respondents. According to the findings, of the 114 respondents' majority, 60 of the respondents were female while 54 were male. This made up 52.6% and 47.4% of female and male respectively. The gender distribution was anticipated to provide the opinions and views from different gender respondents. It can be deduced that majority of the KWTRP programme staff members working in the Kilifi unit were females.

4.2.3. Age of the Respondents.

The age categorisation of the study was as follows; most of the respondents are between the ages of 31-40 with 48 who were represented by 42.1%. Respondents between the ages of 41 – 50 come second with 31(27.2%) followed by respondents between ages of 20 – 30 with 22 (19.3%). Those with 51 years and above come last with 13 (11.4%). That indicated that majority of respondents are below the age of 40 years.

Table 4.1: Age of respondents

Age	Frequency	Percentage
Valid		
20-30	22	19.3
31-40	48	42.1
41-50	31	27.2
Over -51	13	11.4
Total	114	100

Source: Field data (2019)

4.2.4. Years of Service

Part of the demography data also had the respondents indicate the number of years served in the Programme. This was mainly to ensure that the data collected was from staff members who had a good understanding of the strategy and were involved in the implementation of the current strategy and would have a view of the organisation's performance

Table 4.2: Years of service

	Years Served	Frequency	Percentage
Valid	0-5	9	7.9
	5-10	54	47.4
	10-15	39	34.2
	15 years and over	11	9.6
	Missing	1	.9
	Total	113	99.1

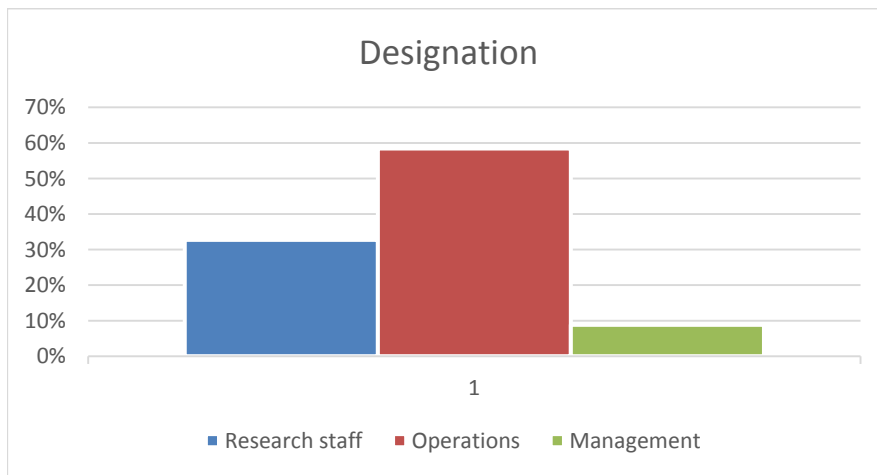
Source: Field data (2019)

Most of the respondents had served in KWTRP for over five years accounting for over 90% of the respondents giving confidence of having been in the KWTRP long enough to have witnessed the implementation of the strategy under review and also understand the measures of performance in review.

4.2.5. Designation

The designation categorisation was as follows 37 respondents were research staff, with 66 staff from the operations team and 10 staff from the management team.

Figure 4.1: Designation of respondents



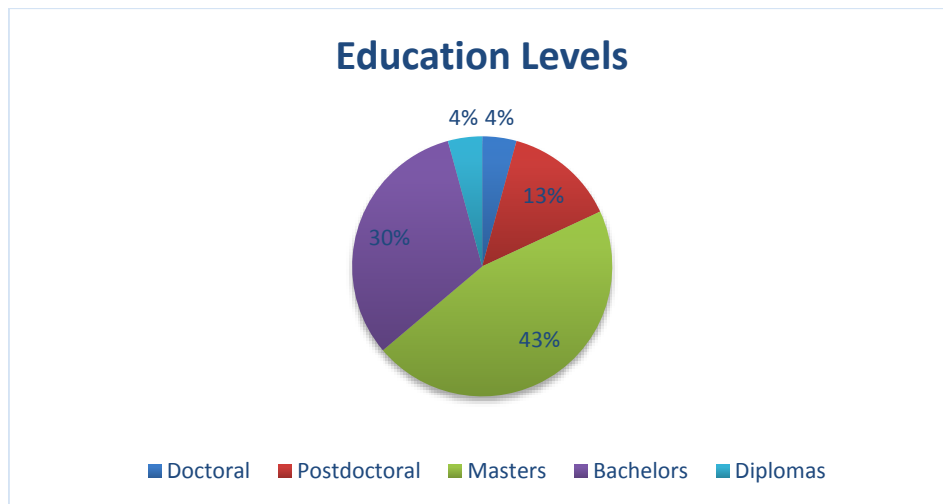
Source: Field Data (2019)

4.2.6. Education levels of the Respondents

The study questionnaire requested the respondents to indicate their highest level of academic qualification they held. The figure below shows the findings of the result, majority, 43% of the respondents had acquired a master's degree as their highest academic qualification, 30% had a bachelor's degree as their highest level of education while 13% were at the Postdoctoral level with 10% with a doctoral degree and lastly 4% of the respondents with Diplomas. This reflects the levels you would traditionally find in a research institution with majority of staff members having

attained a degree. This also goes to show the capability of this staff body to easily adopt and implement strategy and understand the staff requirements for the strategy performance.

Figure 4.2: Education levels

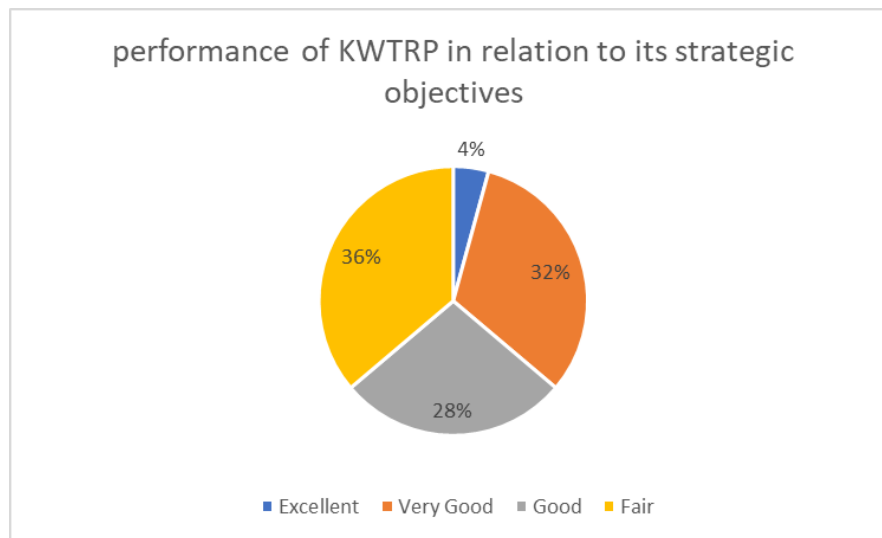


Source: Field data (2019)

4.3. Performance measurement

The questionnaire sought to answer 3 main questions which included the performance of the strategy of the KWTRP, the influence that implementation had on performance of KWTRP and a question to highlight the different factors that influenced performance. The specific graphs for each question are given below; Performance rating of the strategy by the employees was as presented in figure 4.3.1 below:

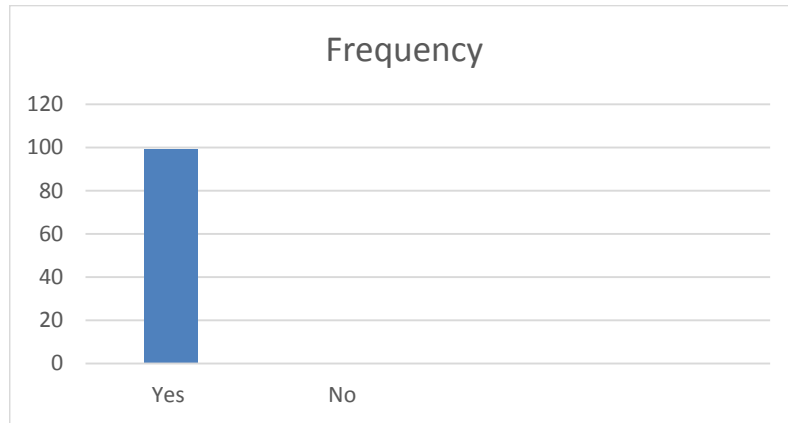
Figure 4.3: Performance of KWTRP in relation to the strategic objectives



Source: Field data (2019)

95% of the study population believed that the organisation had performed fairly in relation to its strategic objectives, while only 4% believed that the organisation had not attained its strategic objectives. The second part of the question was intended to allow respondents to show whether the implementation of the strategy had in enhanced performance of KWTRP as shown in the chart

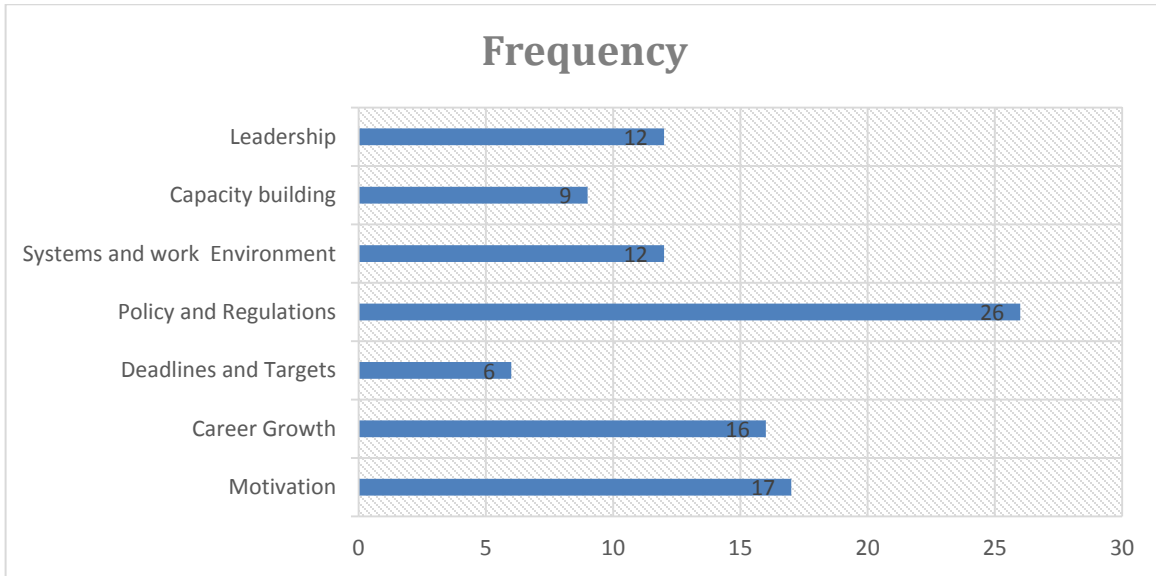
Figure 4.4: Does implementation of strategy enhance performance



We sought to measure the extent of the influence of proper strategy implementation to staff performance. 36% of the respondents indicated a moderate influence, 49.1% indicated a high influence, 13.2% felt that this had a very high influence while 1.8% said to a low extent. In this analysis the study shows that only 1.8% had a negative view of the influence of strategy implementation to the overall performance.

The third part of the question sought to establish the influence on individual performance. 95.6% of the respondents said that the strategy implementation had a direct influence on their individual role performance while only 4.4% said it had no influence. We then asked for the respondents to provide their thoughts on the other influencers of performance. Figure 4.3.3 below provides an illustration of the results.

Figure 4.5: Other Factors Influencing Performance



Source: Field data (2019)

To bring this all together we sought, through the analysis to show the relationship between performance and strategic implementation. The sections that follow provide the details on some of the factors contributing to the performance of KWTRP

4.3.1. Factors contributing to performance

In determining performance of strategy, mean, variance and standard deviation were calculated as shown in the table 4.7 below. Each statement was rated independently to enable the researcher to assess the performance of strategy at KWTRP Kilifi. The mean for the statements were: Performance Rating 2.99, Strategic plan enhancing organisation Performance, 0.03, Extent of Enhancement 2.26, Strategic Plan influence on Staff Performance 0.04, and Other Factors influencing Performance.

Table 4.3: Factors contributing to performance

	Valid	Mean	Std. Deviation	Variance	Missing
Performance Rating	113	2.99	.829	.687	1
Strategic plan enhancing organisation Performance	114	.03	.161	.026	0
Extent of Enhancement	114	2.26	.705	.497	0
Strategic Plan influence on Staff Performance	114	.04	.206	.042	0
Other Factors influencing Performance	96	3.4479	1.72822	2.987	18

Source: Field data (2019)

The results show a correlation between the performance of KWTRP and the implementation of the organisations strategy. With proper implementation of the strategy there is a correlating positive effect on both the performance of the organisation and the individual staff performance. The two i.e. the organisations and individual performance may vary but the study participants agreed that strategy implementation did affect the resulting performance of KWTRP. This is in line with the argument that clear existing organisational plans and proper implementation of the plans enhances decision making (Thompson, Strickland, & Gamble, 2008) and thus positively influencing strategy implementation with a resulting positive effect on performance. It is also important to note that the life of a strategic plan and its implementation and resultant organisational performance is also hinged on the existence of other organisational aspects including structure leadership, human resources, good people management as highlighted in table 4.3.4.

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

4.4.Independent Variables

The Data analysis of the correlation of the independent variables is illustrated below. The study sought to look at the independent variables of Policy and regulations, resources, Skills and competencies including leadership, the organisations culture and their influence on the implementation of the KWTRP strategy and the resulting performance.

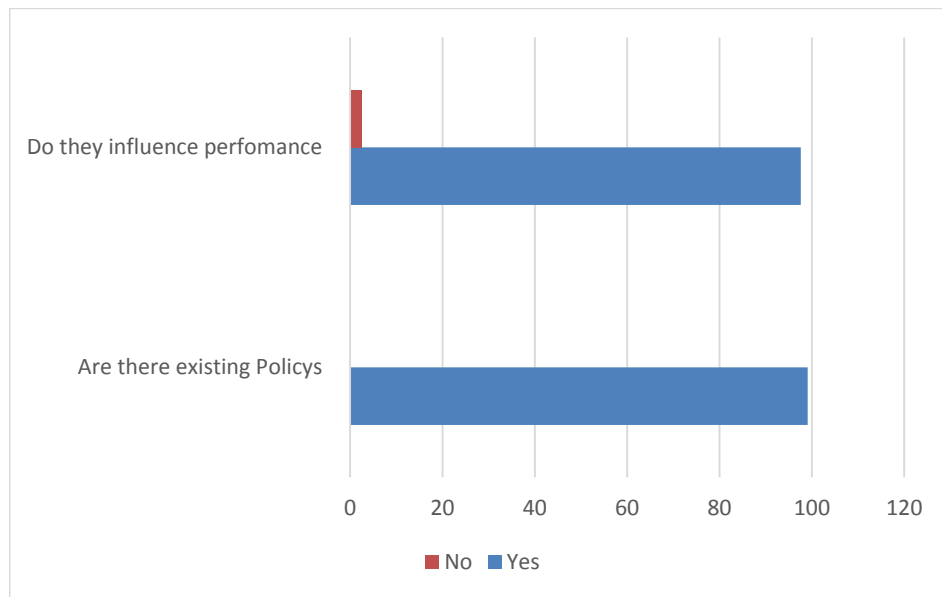
4.5.Policy and Regulations

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

To illustrate the influence of policy and regulations on the strategy implementation, the study first sought to find out whether these policies existed in the organisation. The following was derived from both observation and data gathered from the questionnaires. From the secondary

data gathered by the researcher the existence of these policies and adherence to the policies was confirmed from the organisation's communication tools, annual reports and the monthly organisational and research meetings. This also extended to the evaluation on if the organisation was adhering to the existing KEMRI Institutional research and operational policies and the National research governing policies. This was validated by the data gathered from the respondents where the study then sought to find out if the policies in place did influence the process of strategy implementation and performance and measure this influence. This is illustrated in the graph in figure 4.5.1 below.

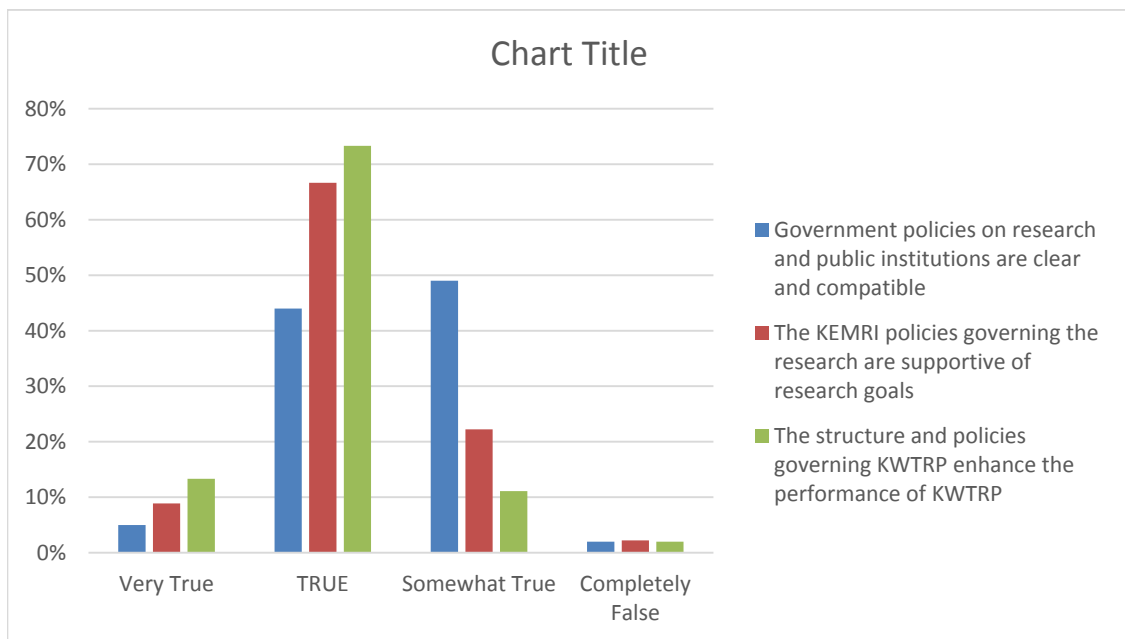
Figure 4.5:1 Influence of Policy on strategy implementation



98% of the respondents agreed that the organisation had existing policy structures that governed the research process and that these policies influenced strategy implementation and the performance of the organisation.

This section of the study required the respondents to show that the organisation had integrated the relevant National Institutional policies that governed the research work and that; they were clear and compatible with the organisation needs; that the KEMRI institutional policies were supportive of the KWTRP research work; and a confirmation that the use of the internal policies enhanced the implementation of strategy and performance of KWTRP. The results show that all the policies play a critical role in the implementation of the strategy.

Figure: 4.7 Relevant Research policies



The second part required the respondents to provide their opinions on how the existing policies supported the implementation of the strategy and performance. A cross section of the opinions from the respondents stated, that policy provided a framework of guidelines to the employees’ work. Policies also improved compliance, provided a framework for implementation of innovative ideas, provided a base for guided research core structure, monitoring of performance and helped in directing staff. As one of the respondents puts it, “*These policies*

facilitate discussion, review and planning". This is a clear indication that there is clear understanding of the role of policies in KWTRP, good communication of the policies and a clear understanding of how they should be applied. These opinions also provided a look at how performance is affected by lack of clear policy guidelines in an institution.

The findings here therefore indicate that the existence and operationalization of policy and regulations in the implementation of strategy has a positive association with performance of KWTRP. One of the KWTRP performance indicators is the number of publications of its science to peer reviewed journals. This is as a direct result of the existing policies and regulations. In the stated period under review the organisations has had over 500 peer reviewed publications. It therefore goes to show that the existence of, effective communication and adherence to the policy and regulations governing and public institution as part of the strategy implementation process has a direct and immediate positive effect to the performance of an organisation.

4.6.Resources Management

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

review process is the most commonly used forms of performance evaluation in Kenyan public institutions.

The first section of the question was on the respondent’s thoughts on the influence strategic implementation had on resource utilization and performance of KWTRP. They were asked to measure using either Positive, Negative, no influence. The results are as shown below

Table 4.4: Influence of strategy on resource utilization

		Frequency	Percent
Valid	Positive	82	71.9%
	Negative	5	4.4%
	None	6	5.3%
	I don’t Know	21	18.4%
	Total	114	100.0%

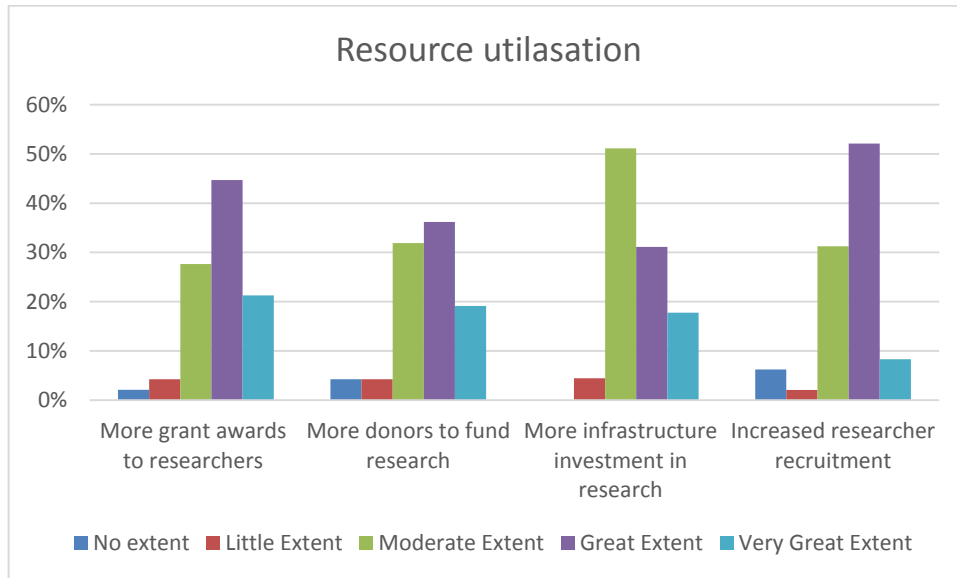
Source: Field data (2019)

The next part of the question sought to find out the reasons for the respondents answer to the first question. The finding shows that respondents gave different explanations which included Guidance (0.9%), Corporate Governance Structures (13.2%), Not Clear (9.6%), Efficient and Effective Resource Utilization (10.5%), Fund Availability (14.9%), Good Planning put in place (1.8%) and Conducive Environment (18.4%). The percentages for each explanation are given in bracket, showing that Conducive Environment had the highest percentage followed by Funds availability then Governance Structure. Guidance was given as the explanation with least percentage.

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

The next question therefore sought to answer the question to what extent strategic implementation had resulted in an increase of the performance indicators in the given period. The respondents were required to use a Likert scale to give a value to their response. More grant awards to researchers had a mean of 3.62, More donors to fund research had a mean of 3.6, More infrastructure investment had a mean of 3.6, while Increased researcher recruitment in research had a mean of 3.8. Since all the statements have a mean between 3.00 – 4.00, this indicates that the respondents agreed to a moderate extent with the statements, as represented in the graph below.

Figure 4.8: Extent to which Resource utilization in the strategic implementation influenced performance.



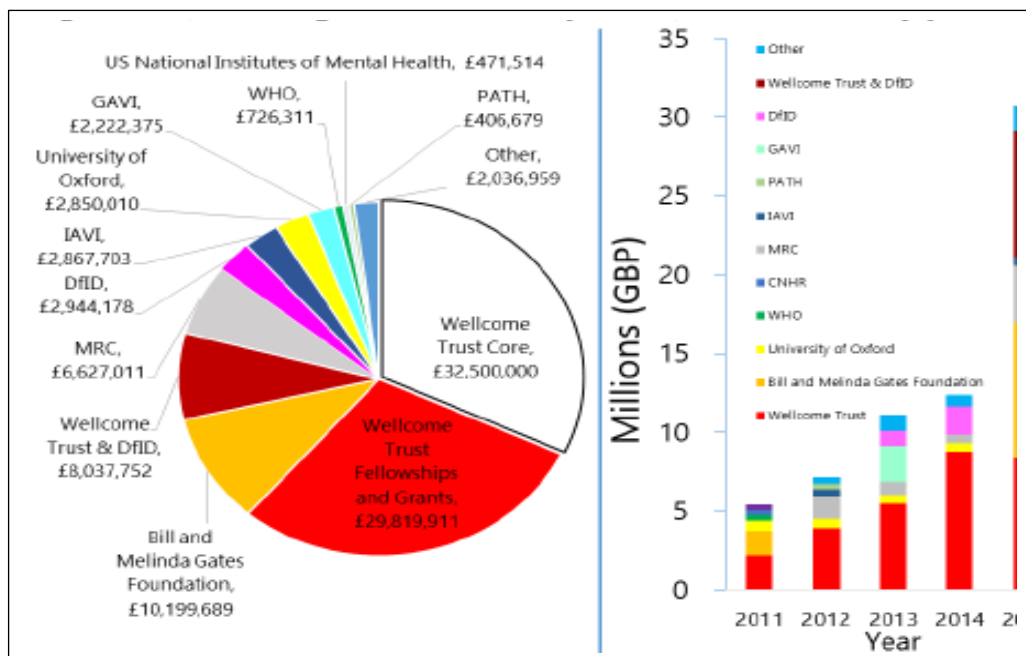
Source: Field data (2019)

From the chart above it can be noted that the respondents agree that resource utilization plays a positive role in the implementation of the strategy and performance of the organisation.

The key factors affecting high-quality research are outlined as research training and skill, financial support, technical and logistics support, mentorship and teamwork. All these factors are enabled by provision of the right resources with availability of funding being key. LMIC's countries have historically not had the capacity to provide this kind of capacity and thus the reliance on donor funding. The capital and human capacity investment required in ensuring high quality research is prohibitive and, KWTRP is no exception and thus the importance placed in attracting financial support through good corporate governance in order to ensure that the Programme is a going concern. KWTRP has ensured these critical structures are in

place to not only ensure that the resources are well utilized but that the Programme is continuously able to attract more funding. Apart from funding researchers are also attracted to the Programme due to the existence of this structures and thus the programme is able to attract well trained personnel who can be able to ensure high quality research. In addition, the Programme is able to attract more high-quality collaborations which is a key component of good and internationally acceptable research as seen in the chart below showing the KWTRP funding structure

Figure 4.9: KWTRP funding structure



Source KWTRP Strategic plan 2016

It is therefore right to conclude that resource utilization is key to performance and strategy implementation. The ability of a donor funded institution like KWTRP to attract the right resources is affected by its ability to use the existing ones, in addition its ability to attract skilled

personnel is also affected by the utilization of resources and the existence of the right governance structures. Tied into this is also the quality of collaborations the programme is able to make.

4.7.Skills and Competencies

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

4.8.Organisational Leadership and management

Cumulatively 83% of the respondents felt that leadership was the most critical aspect in implementation of the strategy and that this influenced research output and performance in the organisation. While 17% believed leadership had a moderately role in ensuring performance. 64% of the respondents indicated that training and capacity building influenced performance while 32% that this influence was moderate while 6 % were of the view that this had moderate influence.

Figure 4.10: Organisational Leadership and management

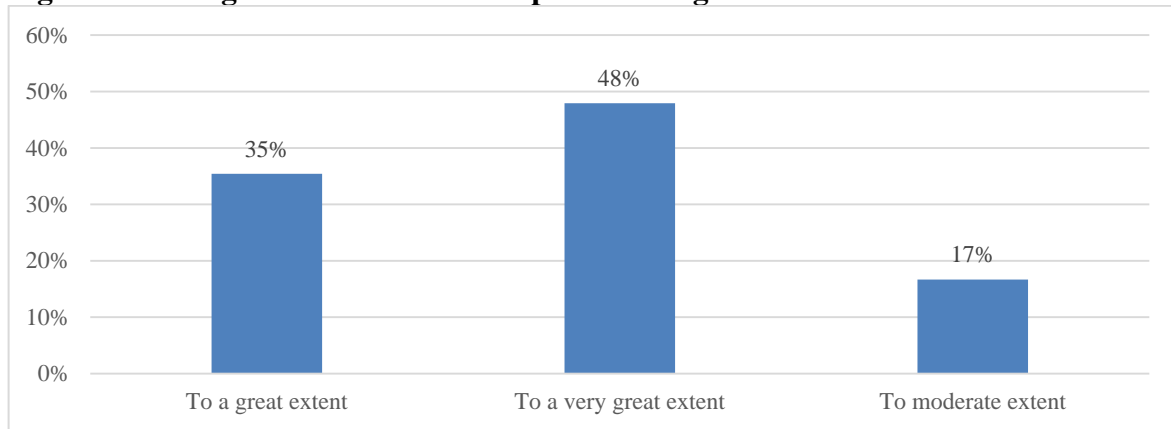


Table 4.5: Influence of strategy implementation on the contributors to performance

	Valid	Missing	Mean	Std Deviation	Variance
Leadership Influence	114	10	4.38	.780	.609
Capacity Building Influence	113	11	4.44	.963	.927
Management Challenges	107	17	3.29	.740	.547
Research Portfolio	112	12	3.64	.815	.664
Research/Operation Deadlines	111	13	3.58	.781	.610
Increased Publications	112	12	3.56	.781	.771
Achievement of Objectives	110	14	3.65	.597	.357

Source: Field data (2019)

The findings as shown in the table 4.7.2 above show that a mean score of most of the statements under Skills and Competencies between 4.35 and 4.00. This agrees that skills and competencies affect performance of strategy at KWTRP Kilifi. Leadership Influence had a mean of 4.38, Capacity Building Influence had a mean of 4.44, Management of Change on Performance had a mean of 3.29, Research Portfolio on Performance had a mean of 3.64, Research/Operation

Deadlines had a mean of 3.58, Increased Publications on Performance had a mean of 3.56 while Achievement of Objectives on Performance had a mean of 3.65. Since most of the statements presented mean above 3.50, then it can be deduced that skills and competencies have contributed to factors of strategy performance,

The table below provides detailed insights on the correlation between the factors of performance and the factors that contribute to and influence strategy implementation.

Table 4.6: Correlation between the factors of performance and their Influence on strategy implementation

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

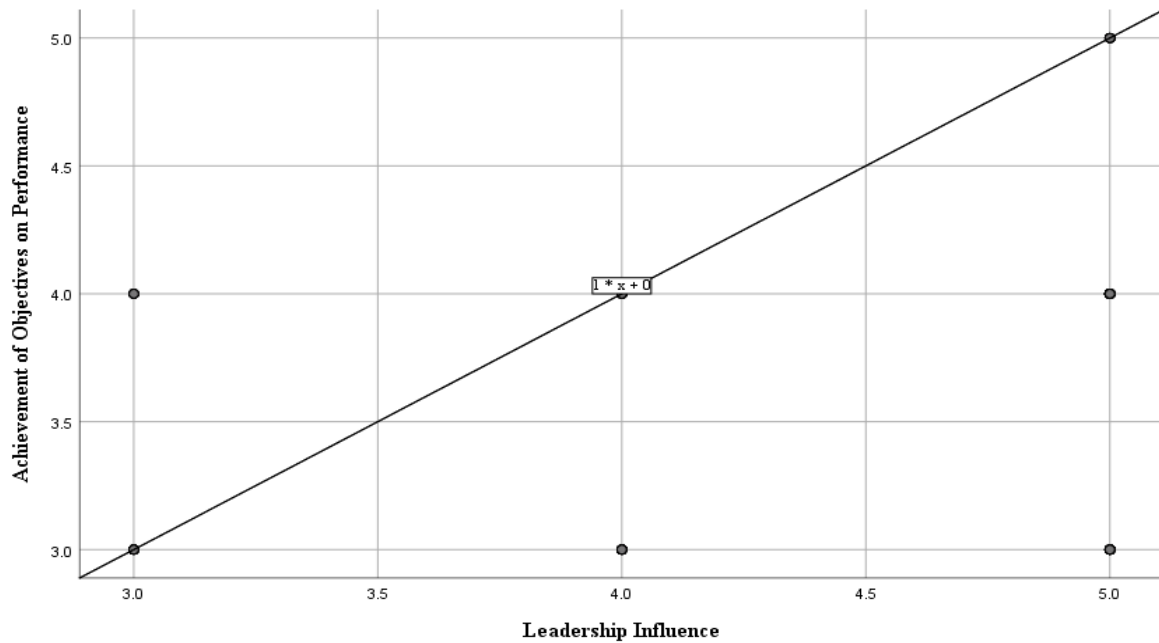
** . Correlation is significant at the 0.01 level (2-tailed).

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

Although management of change, expanded research portfolio, commitment to deadlines by staff, increased publications and focus on organisational objectives play a role in the strategy

implementation process and resulting performance, Leadership of the organisation plays a significant role in influencing implementation of strategic objectives and performance as shown in the graph below.

Figure 4.11: Leadership influence and achievement of objectives on performance



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

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

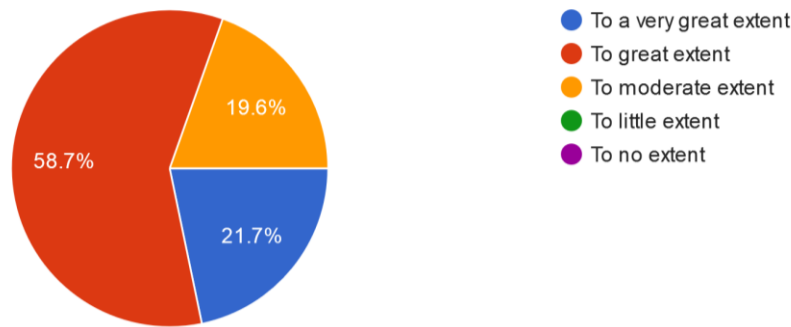
that the strategy is effectively implemented, and the performance requirements of the organisation are met.

4.9.Organisation Culture

To identify the existing culture at KWTRP the respondents were asked if the culture of the organization affected strategy implementation and performance of the organization questions. The respondents were also required to describe the existing culture in KWTRP, while also allowing them to measure the influence culture had on implementation and performance of strategy.

Majority of the respondents 95.8% believed KWTRP had an existing strong culture, while only 4.2% believed that there was no existing culture. Subsequently 21.7% of the respondents believed that this culture greatly influenced how strategy was implemented and had influence on performance 58% of the respondents believed that culture influenced strategy implementation and performance to a great extent while 19.6% believed the influence was only moderate. Figure 4.8.1 below provides an illustration of the influence of culture on implementation of strategy and performance.

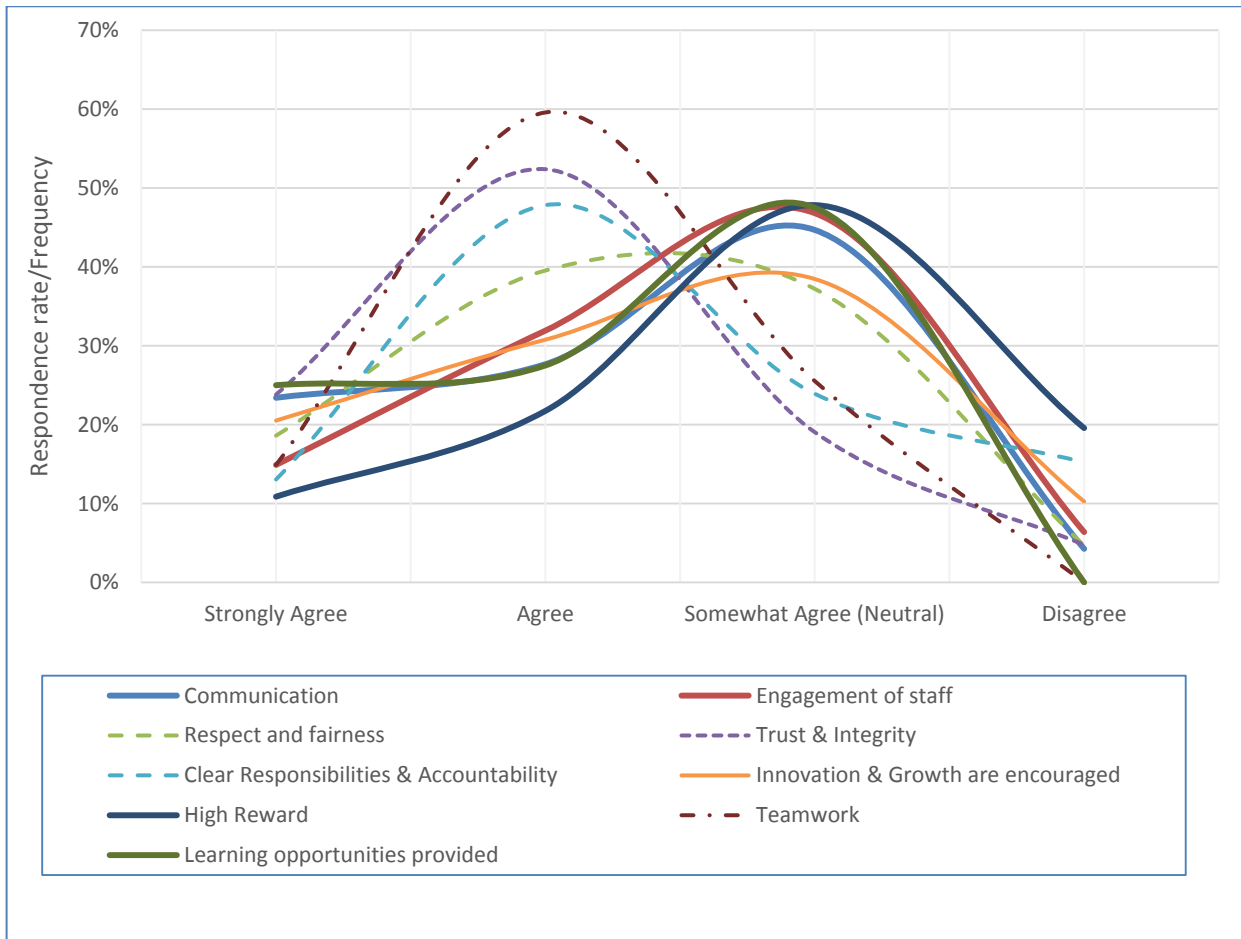
Figure 4.12 Influence of culture on implementation of strategy and performance



Source: Field data (2019)

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

Figure 4.13 Culture



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

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

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

While another on the issue of promotion and internal hiring,

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

The following are additional factors raised by respondents;

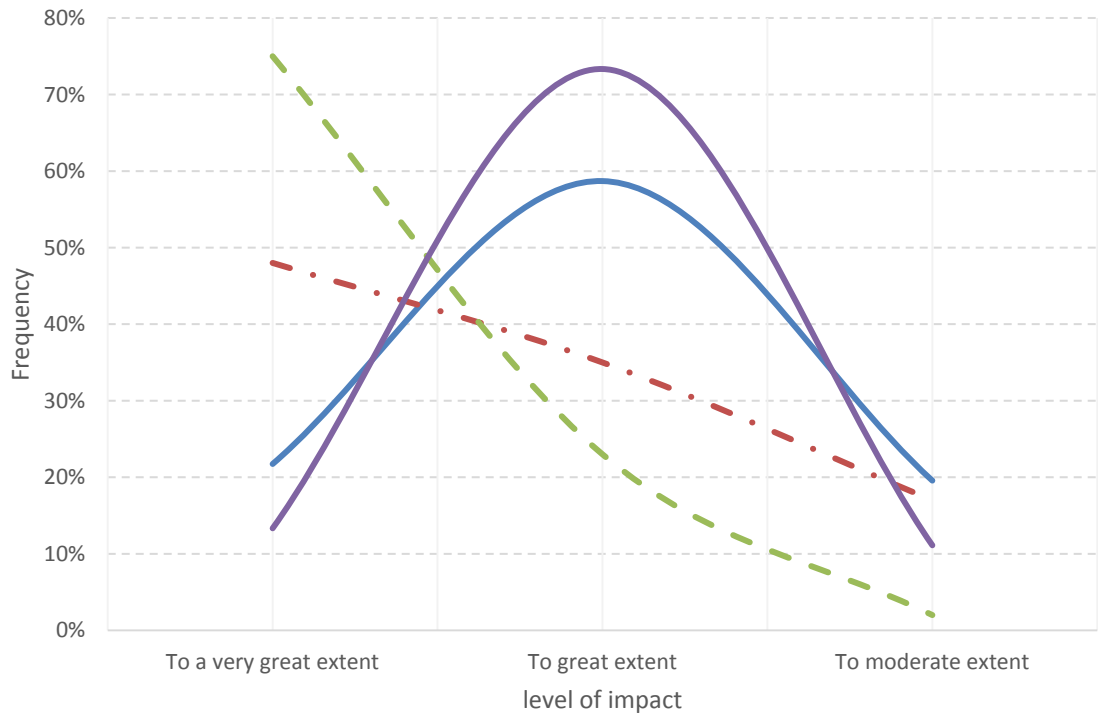
- More support to be given to staff interested in and passionate about growing their careers improving opportunities offered internally to a wider number of staffs.
- Providing clarity of the role of operations staff in the implementation of strategy.
- Fairness in the accountability measures where everyone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

4.10. Summary of Findings

Drawing insights from the various factors that that influence Strategy implementation and affect performance. The results as shown in the table below show the overall influence of the independent variables to the dependent variables. The policy and regulation and organisation culture influence implementation of strategy and performance of an organisation to a great extent. While resource management and competencies and skills influence strategy implementation and performance to a very great extent. The study therefore goes to show that management of an organisation has to put emphasis on the factors that affect strategy implementation in order to have a positive result on performance.

The result showed that additional pertinent issues exists within specific organisational environments that that need to be addressed by the management to ensure successful implementation of strategies and improve performance

Figure 4.14: Impact of the independent variables on strategy implementation and performance



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1.Introduction

This chapter gives a summary of the research, major findings followed by the conclusion and recommendations drawn from the study. The findings obtained from the data collected are used to verify the research questions. The summary of findings is based on the specific objectives (Policy, resources management, skills and competencies, and culture) of the study and relied on the results of inferential statistics.

5.2.Summary of the Findings

This study sought to assess the determinants of the implementation of strategies and performance in public research institutions at KWTRP in Kilifi County. The study sought to establish the extent to which policy affects strategy implementation and performance at KWTRP Kilifi, to assess the effect of resources management on strategy implementation and performance at KWTRP Kilifi, to determine the effect of skills and competencies effects strategy implementation and performance at KWTRP Kilifi and to examine how culture influences strategy implementation and performance KWTRP Kilifi.

Empirical literature review was done in which critical analysis of the past studies that have been carried out that are related to variable (Independent and dependent) was done. The study reviewed the Agency Theory, Resource-based theory (RBV) and Behavioural Theory of the firm. A descriptive survey design was adopted in the study. The study population included a

sample of the 800 staff members of KWTRP programme working in the Kilifi unit. Stratified random sampling was used to select a representative sample population, where 120 participants were selected. Data was collected using self-administered questionnaires. Collected data was analysed using IBM-SPSS version 23 and excel.

5.2.1. Performance

The study sought to show the relationship between the Strategy implementation and performance. The focus would be to first outline what factors would ordinarily affect strategy implementation and as a result affect performance. The respondents were first required to rate the organisations performance in lieu of the strategic objectives, whether the implementation of the strategy influenced and enhanced performance and staff output, and other factors involved in the implementation of the strategy in this aspect 98% agreed that strategy implementation positively affected performance.

The study found that the existence of a strategy positively affects performance of the organisations, with. It also found that the way an organisation implements its strategy will affect the performance of an organisation with 98% of the respondents agreeing to the positive relationship between implementation and Organisational performance

The respondents in the study also did indicate that the strategy implementation had a role in their individual performance, with over 91% rating the influence as being moderately high to very high. The study indicated the existence of other related factors which would influence

strategy implementation and thus affect performance to include personal development. All these factors were however related to one of the components of strategy implementation.

5.2.2. Policy and Regulations

Being that KWTRP is a research organisation there was need for the study to offer guidance on how the regulatory framework within the institution, the research governance environment and the national and regional policy framework, influenced the implementation of strategy and performance of the organisation. The study had the respondents respond to issues relating to the various frameworks stated above. The respondents were asked two main questions. The first question was to obtain their view on whether there existed frameworks to support the organisations work to which 98% agreed.

The second question was to gauge their view on how these frameworks influenced implementation and performance of the strategy. 96% stated that the existing policies positively affected strategy implementation. KWTRP as a research institution provided evidence that there is a clear research framework that must be adhered to by anyone in the Programme. The respondents were able to confirm this. From secondary data obtained, the researcher was able to confirm the existence of such structures including a Centre Scientific Ethical Review Committee (CSC) as well as existing policies governing the institutions financial, human resources, communication and data governance among others. These structures are easily accessible through the organisation's internal communication tools including the Intranet, and were publicly displayed throughout the Programme.

At the National research level there exists evidence that the mother institute KEMRI which is governed by an act of parliament has a governing framework and is also governed by the National Commission for Science Technology and Innovation NACOSTI. The respondents also confirmed the existence of this regulations which played a key role in guiding and giving form to the research work that the institution is involved in and ensuring that the strategy was implemented. The structure of KWTRP being a collaborative organisation and the required adherence to the various guidelines provided by the funding institution i.e. continuous reporting circle including funding reports, activity reports, and annual reports provided evidence of not only adherence but also the aspect of assurance of implementation of the strategy. With filling of various reports, some of the reports were however not provided to this researcher.

The conclusion of the study was therefore that the existence of the various governing tools for policy and regulations have provided clear guidelines on how the research in the institute is governed. The additional policies given in the day to day operations of the organisation with 95% of the respondents alluding to their existence also show a strong correlation in the influence the policy and regulation framework plays in implementation of the strategy and resulting positive performance of the organisation. Out of the four dependent variables investigated, Policy and Regulatory Framework shows the highest level of positive influence to performance.

5.2.3. Resources.

One of the key fundamentals of the Agency Based theory is on the premise that managers are tasked with the duty to implement a certain set of goals on behalf of their Agents. With most Donor funded institutions, the presumption is that the only factors that affect strategy is the availability of financial resources. The study however dispels this by apportioning equal importance of strategic implementation and performance to various factors of resources. The respondents in the study have highlighted the importance of Guidance at (0.9%), Governance Structure at (13.2%), Not Clear (9.6%), Efficient and Effective Resource Utilization (10.5%), Fund Availability (14.9%), Good Planning put in place (1.8%) and Conducive Environment (18.4%). A conducive working environment which is rated at 18.4 % shows that apart from funding there is equal need for a good work environment which caters for the human resource needs. These findings align with recent scholars Nzuve & Njeru (2013) who highlight the need for an understanding of the role of people.

In these findings there is a clear relationship between resource utilisation and strategy implementation and performance. The study shows that there are various factors besides the traditional availability of funding that was the only factor that would influence strategy implementation. Key to note is the need for ensuring the needs of staff at 18.4%, governance rated at 13.2% and structure and efficient use of resources at 10.5%. It would be key for further

studies to be done exploring the relationship between the different factors of resources and their impact on strategy implementation and performance.

5.2.4. Competencies and Skills

This section sought to infer the role played by the leadership of the organisation and the role of training and staff development in the implementation of strategy and performance. From the results, the study shows that leadership is a key component in the strategy implementation process whereas performance is determined by individual staff members and factors that affect their work environment including motivation. The Study shows that the leadership of KWTRP has successfully involved itself in the implementation process of the strategy with most staff believing that they influence research output and performance to a very high extent. There is also the belief that training and capacity building in the programme influences performance of the strategy. Other competency factors like management of change, research output, meeting of work deadlines had lesser influence on strategy implementation but influenced performance of the organisation.

The study also shows silent influencers of performance that affect implementation, the open-ended responses from staff consistently show the need for KWTRP as an institution to look at the influence that staff training needs which are largely viewed as favouring research teams and not the operational teams. There is also need for a look at the staff incentives that help in motivation of staff for improved performance. Nzuve & Njeru (2013) highlight the need for an understanding of the role of people. 18.4 % of the sample population note that apart from

funding there is need for a conducive work environment which allows for fairness across all cadres of staff with regards to staff training and human resource needs

5.2.5. Organisational Culture

The research found that organisational culture played a role in the implementation of strategy and performance of the organisation. In this section the research was able to bring to fore some salient aspects in the relationships within the organisation. The respondents rated the factors of open communication, engagement, high integrity levels as being well embedded into the organisation's culture. There was a general agreement that there was fairness, with clear responsibilities articulation across the organisation and teamwork. When requested to provide ways for improvement, areas consistently mentioned were a need for a promotion policy and equal expectations and accountability measures. This shows that key to the implementation process and performance is the existence of a well-established culture in the organisation.

Johnson 2004 reports that 66% of strategies are never implemented with the challenge being the gap between implementation and performance. Key of the factors that influence performance is a strong culture. The existing factors that make up culture in an organisation will influence the organisation's performance. The final objective of the study and findings therefore show the correlation between culture and strategy implementation and the various factors that are key to a strong culture that would influence performance of the organisation.

5.3.Conclusions

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

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

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

The study shows that there are interrelations between the Dependent and the independent variables clearly showing that each of the independent variables is key to the success of the

strategy being implemented and the ability of the organisation to meet its objectives. It is however notable to state that on their own, these factors cannot achieve the intended performance levels unless they work together.

5.4.Recommendations

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

5.5.Recommendations for further studies.

The study recommends that further studies should focus on the determinants of the implementation of strategies and performance in other research institutions in Kenya to build the theoretical knowledge. Other studies may also focus on other factors other than the four

(Policy, resources management, skills and competencies, and culture) that have been considered in the current study.

This research also recommends that further research be done to look at the influence of Human resources on the implementation of strategy looking at the salient factors in the implementation process. Leadership in organisations will mostly focus on performance of the organisation, putting in place the relevant structures to support strategy implementation but seldom invest in human related issues as stated in Nzuve & Njeru (2013) the need for an understanding of the role of people is critical in the implementation of strategy and performance.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Dean, Graduate School

DATE: 29th May, 2019

TO: Mauncho Nyanduko Cynthia
C/o Business Administration Dept.

REF: D53/OL/23253/2012

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 22nd May, 2019 approved your Research Project Proposal for the M.B.A Degree Entitled, "Implementation of strategies and performance in public research institutions in Kenya: Case of Kemri-wellcome trust research programme in Kilifi County".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.


ANNBELL MWANIKI
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Business Administration Department.

Supervisors:

1. Mr. Shadrack Bett
C/o Department of Management Science
Kenyatta University

AM/ik

APPENDIX II. Letter from Institution



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Website: www.ku.ac.ke

Our Ref: D53/OL/23253/2012

DATE: 29th May, 2019

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,


RE: RESEARCH AUTHORIZATION FOR MAUNCHO NYANDUKO CYNTHIA – REG. NO. D53/OL/23253/2012.

I write to introduce Mauncho Nyanduko Cynthia who is a Postgraduate Student of this University. He is registered for M.B.A degree programme in the Department of Business Administration.

Cynthia intends to conduct research for a M.B.A Project Proposal entitled, "Implementation of strategies and performance in public research institutions in Kenya: Case of Kemri-wellcome trust research programme in Kilifi County".


Any assistance given will be highly appreciated.

Yours faithfully,


PROF. ELISHIBA KIMANI
AG: DEAN, GRADUATE SCHOOL

AM/ik


APPENDIX III. Research Permit from NACOSTI


REPUBLIC OF KENYA


**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **115482** Date of Issue: **09/January/2020**

RESEARCH LICENSE



This is to Certify that Miss. Cynthia Mauncho of Kenyatta University, has been licensed to conduct research in Kilifi on the topic: IMPLEMENTATION OF STRATEGIES AND PERFORMANCE IN PUBLIC RESEARCH INSTITUTIONS IN KENYA: CASE OF KEMRI-WELLCOME TRUST RESEARCH PROGRAMME IN KILIFI COUNTY for the period ending : 09/January/2021.

License No: **NACOSTI/P/20/3406**

115482
Applicant Identification Number


Director General
**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION**

Verification QR Code



**NOTE: This is a computer generated License. To verify the authenticity of this document,
Scan the QR Code using QR scanner application.**

APPENDIX IV. QUESTIONNAIRE

Participants Consent

What is the research about?

This research is establishing the effects of implementation of organisational strategic plans and performance in public research institutions in Kenya, using KEMRI-Wellcome Trust Research Programme (KWTRP) in Kilifi county as a case study

Who is conducting the research?

This research is being conducted by Cynthia Mauncho, a student of Kenyatta University. The student is conducting the study as part of her master's degree in Business Administration, with an emphasis on Strategic Management.

Who will the research involve and what will it entail?

The research will involve randomly selected KWTRP staff members answering the questionnaire attached. The researcher aims to collect views from operation, research and management staff.

Please note your participation in this research is voluntary. You are free to decide whether you want to participate or not.

Who will see the information I give?

The information you provide will only be seen by the researcher. The Questionnaire is anonymised you are under no obligation to reveal your identity and the questions are generalisable enough to not show who you are.

Participants consent

I have had the research explained to me. I have understood all that has been read/explained and had my questions answered satisfactorily.

- Yes *please tick*. I agree that I will participate in the answering the questionnaire
- Yes *Please tick*. I agree to have the information used as stated in the above sections.

I understand that I can change my mind at any stage of this research process and it will not affect me in any way.

Participants Name: _____ Date: _____

Participants Signature: _____

SECTION A: General

Thank you for taking your time to respond to this questionnaire. The aim of this research is to establish the effects of the implementation of strategies and performance in public research institutions in Kenya: a case study of KEMRI-Wellcome Trust Research Programme (KWTRP) in Kilifi county. The Questionnaire is designed to help the researcher to collect relevant information in relation to the study, hence enable achievement of the objectives of the study. The information gathered is for academic use only and will be kept private and confidential. It will not be presented anywhere to any unauthorized person.

Thank you

1. Your gender Female Male
2. Age 20-30 31-40 41-50 51 and over
3. Years Served 0-5 5-10 10-15 15 and over
4. Designation
 - a. Management
 - b. Researcher
 - c. Operation staff
5. Highest Education attained
 - a. Secondary
 - b. Diploma
 - c. Undergraduate
 - d. Masters

- e. Doctoral
- f. Post-Doctoral

SECTION B: Performance of KWTRP

6. In any research organization there is a need to enhance the performance and implementation of its strategies. How would you rate the performance of KWTRP?

- a. Excellent
- b. Very good
- c. Good
- d. Fair
- e. Poor
- f. Very poor

7. Has there been proper implementation of strategies to enhance performance

- a. Yes
- b. No

8. If yes to what extent?

- a. Very high
- b. High
- c. Moderate
- d. Low.

9. What influences the performance of KWTRP

SECTION C: Policy

10. To implement strategies there is need to have proper guidelines in terms of policies and regulations are their such policies /regulations governing research strategies and implementation?

- a. Yes
- b. No

11. Do you think that the existence of such policies and regulations has enhanced the implementation of strategies and the performance of KWTRP?

- a. Yes
- b. No

12. In your opinion **how** has the existence of this policy/regulations enhanced the performance of KWTRP?

13. Respond to the statements below in relation to research policies and regulations

	Completely False	False	Somewhat true	True	Very True
Government policies on research and public					

institutions are clear and compatible					
The KEMRI policies governing the research are supportive of research goals					
The structure and policies governing KWTRP enhance the performance of KWTRP					

SECTION D: Resource Management

14. In your own opinion, what influence do you think that strategic implementation has on resource utilization and performance of an organisation?

Positive [] Negative [] None [] I don't know []

15. Explain your sentiments above

16. To what extent do you think that resource utilisation in the strategic implementation process led to increase of the following performance aspects.

Use a scale of 1 to 5, where; 1= no extent; 2 = little extent; 3 = moderate extent; 4 = great extent and 5 = very great extent

	1	2	3	4	5
More grant awards to researchers					
More donors to fund research					
More infrastructure investment in research					
Increased researcher recruitment					

SECTION E: Competencies and skills

17. To what extent do you think the competencies of the organization's leadership influences research output and performance in the organisation.

- a. To very great extent []
- b. To great extent []
- c. To moderate extent []
- d. To little extent []
- e. To no extent []

18. To what extent do you think opportunities for capacity building and training influences output and performance in your organisation.

- a. To very great extent []
- b. To great extent []
- c. To moderate extent []
- d. To little extent []

e. To no extent

19. In your opinion, to what extent do you think strategy implementation has contributed to the following factors of performance

Use a scale of 1 to 5, where; 1= no extent; 2 = little extent; 3 = moderate extent; 4 = great extent and 5 = very great extent

	1	2	3	4	5
Management of change					
Expanded research portfolio					
Commitment to research/operational deadlines by staff					
Increased publications					
Focus on achievement of organisation objectives					

SECTION F: Organization Culture

20. The culture of the organization does affect strategy implementation and performance of any organization. How can you describe the culture of KWTRP?

a. A very strong Culture

b. Strong

c. Fairly strong

d. Weak

e. Very weak

21. Do you think the culture has influenced the performance of KWTRP?

a. YES

b. NO []

22. If yes to what extent

a. To very great extent []

b. To great extent []

c. To moderate extent []

d. To little extent []

e. To no extent []

23. Respond to the following statements in relation to culture

	Strongly Agree	Agree	Somewhat agree	Disagree	Strongly disagree
There is open communication in the organization					
There is engagement at all levels on strategy implementation and performance requirements					
There is respect and fairness at the work place					
High trust and integrity levels are upheld					
Everyone has responsibilities and is held accountable					

Innovation and growth are encouraged					
There is high reward for results					
Teamwork is encouraged					
Learning opportunities are provided					

24. Give suggestions on what can be done to improve culture to facilitate strategy implementation and performance of KWRTP.
