

STRATEGY IMPLEMENTATION ON ORGANISATION PERFORMANCE: A CASE OF PUBLIC SECONDARY SCHOOLS NYAMIRA COUNTY, KENYA

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ABSTRACT

Strategic plans implementation is a major concern in most organizations. There are few organizations that have successfully implanted strategies which have created competitive advantage in their respective organizations. Past studies have highlighted that superb strategies have been in black and white but appallingly very little has been successfully implemented. Despite of impressive strategic plans most schools are not able to implement the strategic plans successfully. The current study made an attempt to investigate the factors which determine successful implantation of strategic plans in public school in particular Nyamira County. The study endeavored to establish the effects of leadership style, school structures and resource allocation in successful implementation of the strategy on performance of public secondary school a case of Nyamira County. The study was anchored in, resource dependency theory

that underscores how resources of organizations affect the behavior. The study was based on the stakeholder theory. The researcher used descriptive research design. The study established that organizational structure and top leadership influence influences implementation of strategy in public secondary schools in Nyamira County. It is recommended that the school leadership management need to establish an organizational structure that promotes the successful strategy implementation. It is advised that the leadership style adopted by the management should emphasize team work and cooperation which are essential components in strategy implementation in public secondary schools. It is recommended the government to provide adequate resources to enable public secondary schools in effective strategy implementation.

Key Words: *strategy, implementation, performance*

INTRODUCTION

Public schools play a key role in providing human capital for Kenya national development which was evidenced by policy document (cited by Makuri 2008). Poverty, disease and ignorance were declared a number one priority for elimination by the first Kenyan president Jomo Kenyatta. Education is the key pillar in the vision 2030 which the country is determined to achieve. In this direction the government has invested substantial amount of money in the primary, secondary and higher education levels. Strategy implementation in organizations provides competitive advantage, corresponding with the vision of the organization and the unique resources which are available in the organization for the competitive advantage (Wachira & Anyieni 2017). A dependable strategic plan which can create a competitive advantage is not easily discovered. Therefore the organization top management must be able to craft a winning strategy which should be easily implemented without obstacles. Past studies have established that strategy implantation is a vibrant, intellectual and multifarious process which is accompanied with myriad actions by managers and employees. An organization is affected by the micro and macro

environment which must be diligently followed for successful strategy formulation and implementation in the organization Anyieni & Damaris (2016).

STATEMENT OF THE PROBLEM

Successful performance and good results is a vision for every school however this has been elusive considering that only few students qualify to join University each year. This implies that most schools do not implement the strategic plans successfully; Aosa (2003) investigate the determinants which influence successful implantation in schools which concluded that only 70% of the strategic plans are not appropriately implemented by the most of public secondary schools and as such this is a perturbing margin and hence deserves constant improvement. Strategy implementation is a grey area which demands for more studies to establish the determinants of effective strategy implementation. In many organizations including public secondary school it is mandatory to formulate strategic plans as a means of enhancing result-based management and efficiency in their operations. Ideally strategic plans provide direction in regard to resource targeting and program implementation. The constitution 2010 empowers the ministry of education through the Teachers Service commission to hire and fire the teachers and principals of secondary schools directly answerable to the County Education Officers, Board of Management and the board of management on the administration resources entrusted on them. Many institutions come up with very attractive plans but the major challenge remains putting up mechanisms to ensure that such plans eventually work by going through full implementation process. Many institutions do lack adequate information technology which will influence strategy implementation and there is no clear organizational structure (Missiani, 2011). Most rural schools are not installed with electricity. And most school managers have no adequate skills, while some school's managers have low education level for the implementation of school strategic plans. A report by MOE, 2008 most school board of management have only O-level certificate. Effective implementation of strategic plans is determined by a number of aspects and this has highly attracted scholars and researchers from all over the globe to research on strategy implementation. Past studies which have been done in this area include: Bass (2012) who researched on the challenges facing public secondary school heads in the management of school projects in Mathira constituency, Ater, (2013) did a study on the challenges facing implementation of total quality management practices in public secondary schools in Kenya using Migori County as a case study, Misiani, (2011) researched on the factors influencing effective implementation of projects in public schools in Nyamira county. Development of a strategic plan is an expensive exercise for organizations and failure of the implementation for the same can be very costly. It is for that reason it is imperative to note that, in all these researches, there is inadequate evidence of a study to show the determents of effective strategy implementation. Therefore this research endeavored to fill lacunae on the determinants of effective strategy implementation in public secondary schools in Nyamira County.

RESEARCH OBJECTIVE

The general objective of this study was to establish the determinants of effective strategy implementation in public schools in Nyamira County.

THEORETICAL FRAMEWORK

The Resource based theory was pioneered by Rumelt (Rumelt, 1984). This is an organizational management theory applied to identify strategic wherewithal on hand to an organization (Kavuvu, 2011). The theory provides that the competitive advantage of an organization depends on how it uses the resources at its disposal (Werner, 2010). The resources controlled by an organization include assets, capabilities, organizational processes; organization attributes which will enable it develop a strategy and implement it successfully (Barney 2011). Holistic Strategy Implementation Theory gives various dimensions one possibly will assume when implementing strategy. These models include the chief officer model that draw its authority as the military, in the similar logic that the chief executive officer exert full control whereby the CEO is seen as the balanced representative spearhead decision on strategy adoption but does not participate in execution. The theory of change fundamentally is engrossed in deliberate intervention in the organizations structure and systems which will usher in the preferred behavioral effect.

EMPIRICAL LITERATURE REVIEW

Biwott and Anyieni (2018) researched on the influence of organizational culture in implementing Strategic Plans among Savings and Credit Co-Operative Societies in Nakuru County, Kenya the established that democratic leadership is the most preferred style of leadership by the senior managers of the organisation. In order for the organization to implement the strategy successfully there should be an ideal culture that supports strategic plan implementation to a large degree. According to Anyieni and Areri (2016), are of the view that there should be a modification to be driven by a range of reasons, which can embody a downfall in economic results, government legislations, a rise in competition or the looks of technological innovations, managers should, altogether of those cases, alter the present structure culture so as to be able to implements the ways needed to extend the company's performance. Kosgey et al. (2014) investigated the Role of worker capability within the strategic positioning of recently started public universities in Kenya: The case of Laikipia University. The study established that senior management support was crucial for the execution of strategic objectives of the University. The University's senior management was at the conceptual and strategic levels that controlled policy selections and controlled requisite resources of the University. If the University's senior management leadership skills area component sagacious, it will offer competitive advantage however loss if inadequate. It was absolutely established that Human resource management was one among the foremost crucial components for the University to retort to environmental factors of competition from different establishments of upper learning. Alexander (2010) identifies inadequate planning

and communication as two key bottlenecks to effectively implement of strategies. Ineffective coordination, insufficient capabilities of employees, poor training of lower level employees, absence of clear responsibilities being and lack of support from other levels of management.

Mwatsuma, D. P, Uzel, J., & Sasaka, P. S.(2017), concluded that human resource has a positive, moderate weak relationship with resource adequacy and with monitoring and evaluation. There was a significant positive, strong relationship between resource adequacy and monitoring and evaluation. The study concluded that the private hospitals do not get adequate resources to assist in the implementation of strategic plans. Mintzberg (2013) says structure could be a elementary, tangible or intangible notion bearing on the popularity, observation, nature, and permanency of patterns and relationships of entities. The study finished that t the implementation of a method in organizations usually encounters rough going owing to deep stock-still cultural biases within the organization. Once the organization has associate degree applicable structure wherever it interacts with different departments and optimizes so as to make competitive advantage.

Drazin and Howard (2010) see a correct strategy-structure alignment as a necessary precursor to the triple-crown implementation of recent business methods. They suggest that changes within the competitive setting need changes to the structure. If a firm lags in creating this realignment, is could exhibit poor performance and be at a heavy competitive disadvantage. Wachira and Anyieni (2017) established positive relationship between communication and also the performance of TSC in African nation; as such the researcher observed that improved communication across all the TSC departments would enhance the performance of their functions. The leadership of the organization must ensure the channels of communication are improved so that the entire stakeholder is aware of the mission and vision of the organization.

RESEARCH METHODOLOGY

The researcher applied descriptive research design. The population consisted of Principals, Deputy Principals, chairman of BoM and HoDs from 2 departments (sciences and languages) in all the 46 Public secondary schools in Nyamira County. The study was based on the stratified sampling in which the sample members were used based on the proportionate strength of the strata. The strata were based on four categories the school principal, deputy principals, heads of departments and the chairpersons of BoM. The primary data was collected by use of a structured questionnaire containing closed ended items which was aimed to measure objective responses of the respondents without consideration of their subjective opinions. The questionnaires were administered to the principals, deputy principals; two heads of departments and chairperson of board of management in each school through a drop and pick system since they were directly in-charge of developing and implementing a school's strategy implementation. A multiple regression technique was used to predict the value of a variable. This technique allowed the determination of the overall fit of the model and the relative contribution of each of the predictors to the total variance explained. Qualitative analysis was done based on the information

collected from the questionnaire under sub themes and thereafter data was presented. The quantitative data will be analysed using the regression equation below;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \mu$$

Where: Y= strategy implementation (Performance); X1 – X3 = Independent variables (organisational structure, allocation of resources, leadership styles, organisational structure); β_0 = Constant of the equation; $\beta_1 - \beta_3$ = Regression Coefficients (The estimated change in the dependent variable for a unit change of the independent variable); μ = error term

The response rate for this study was 93.8% which can be characterized as an excellent indicator that the results are externally valid and therefore can be generalized. The research sample size was 225 respondents whereby 211 respondents returned questionnaires which were the basis of data entry which eventually were the foundation of the findings in this study.

RESEARCH RESULTS

The analysis indicated that 19.4% of the respondents had worked in school for less than five, years, 37.9% had worked for between five and ten years while 42.7% had worked for above ten years. The researcher showed that there is 47 percent of the respondents are in management position in school is above 50 years old. The implication for this is that most of the teachers who are in the management position will retire in less than ten years. The study revealed that we have percent of the management who are above sixty years old; these are the people who work in the board of management in school after retiring from service. The survey revealed that 29 percent of the teachers working in school are less than forty years that means that it takes long time before a teacher is promoted to head of department, deputy principal or principal of the school. The researcher showed that there is 1.9 percent that is four respondents are PhD holders. This means that the teachers and board of management have attained highly specialized courses in different fields which will be an asset in efficient management of the school. The implication for this is that most of the teachers have utilized the opportunity granted by the teachers service commission to pursue further studies thus strengthening the work force in schools. The study revealed that we have 56.9 percent of the teachers and board of management who are holders of bachelor degree. This majority of the workforce implies that most of the teachers in schools are employed by teacher service commission after attaining the minimum requirement as per the policy. The survey revealed that 3.3 percent of the workforce certificate holder. This will be the people who work at the board of management either they were retired primary school teacher with enormous experience in the education centre.

Organizational Structure and Administrative System

According to the findings respondents agreed 76 percent that the fit between the strategic plan implementation and structure of a school leads to better performance; organizational structure of the school provides the necessary systems and processes essential for successful strategy implementation in schools. Alexander (2010) identifies inadequate planning and communication as two key bottlenecks to effectively implement of strategies. Ineffective coordination, insufficient capabilities of employees, poor training of lower level employees, absence of clear responsibilities being and lack of support from other levels of management. When the school has a management structure where by the upward and down ward communication is seamless the top management strategic plans can be communicated to the lower level subordinates who are to do the implementation. The findings imply that where we have a flexible management structure in the school the strategic management plans can be implemented with high flexibility based the situation and circumstances prevailing. Leadership is fundamental in performance in any organization. Fundamentally management encompasses realizing goals with and through people. Some studies have mistaken leadership and management as one and the same thing however the two terms are distinct from each other. Leadership is to persuade and influence people to follow to achieve the shared vision of the organization. The leader must be able to inspire the entire organisation to do whatever it is necessary to achieve the performance which they desire. However it must be noted that leadership and management work hand in hand in order to achieve the competitive advance in the organization. All the stakeholders the principle, the teachers, the board of management should be full involved to set up the structure in the school. The study concluded that the structure of the organization play a major role to determine how successful strategies are implemented in schools. The principle should involve the entire stakeholder with a view to establish the desired structure. The findings in tandem with Wachira and Anyieni (2017) which established that the structure of the organization enables effective communication to achieve the decision change in an organization.

Resource Allocation

Further, the researcher examined the influence of resource allocation in the successful implementation of strategy. When the respondents were asked whether there are the resources have influence in successful implementation of strategic plans the majority were affirmative. The majority of the respondents agreed 78.6 percent that the number of teachers, the number of labs in sciences and the finances to initiate and complete projects play a dominant and crucial part of strategy implementation which translate to the school performance. The respondents agreed 74.2 % that there is enough space within the school for strategy implementation. The respondents agreed 68.4 percent that resource allocation is oriented to achievement of objectives in the strategic plan. The results are consistent with Anyieni, & Kwamboka (2015) concluded that adequate resources are key in successful strategy implementation. The respondents were asked whether the school allocates adequate resources for successful execution of strategy. The

findings revealed that most 53.9 % of the public schools lack enough funds to implement their strategic plans. Research findings also the study revealed that that resources for example enough teachers, classrooms and books are a great hurdle to implementing of strategy. These findings are in conformity with the studies of Alexander (1985), which postulated that the availability of resources, in terms of teachers, library, laboratories and finance is crucial in strategy implementation.

The study revealed that only 4.5% of the public secondary schools had enough funds. The findings are consistent with Kirui (2013) which concluded that finance has a positive and significant influence successful strategy implementation. The success and growth of any organization depends on how they make use of their resources (Olsen, 2011). Aosa, (1992) postulates that the major mission of managers is to guarantee unrelenting existence of the organizations in order for the organization to have thriving performance coupled with winning strategy. A couple of studies have reinforced the core ingredient leadership play in an organizational performance. Michira and Anyieni (2018) postulated that effective leadership must able to create the inspiring vision of the future, create a coalition of the willing employees to deliver the vision, direct the delivery of the vision and create a strong commitment and bond with the employees. Therefore it is posted that for strategy implementation to be successful there is need to focus on offering leadership and working with people in order to achieve the highest organization performance.

When the respondents were asked whether leadership styles have influence on implementation of strategic plans the majority of them agreed that it has influence. The leadership styles which most principles use in management of school included, autocratic leadership, democratic leadership, transformative leader among other. The principals must be able to influence the teachers and students to achieve the organization goals by achieving good grades and transforming the school in terms of facilities and perfect learning environment. The study showed that the principal consult and collaborate with other stakeholders while making decision which affect the school. Majority of the stakeholders agree that the principal the heads of various departments and the chairman board of management consult deeply and marshal all the parties we are responsible for the strategy formulation and execution in the public secondary schools.

The findings indicate that the minimum and maximum scores on the various characteristics exhibited by the top leadership team in the strategy implementation and organization performance ranged between 1- 5. Anyieni and Areri (2016) hypothesize that Organization structure at colleges was according to strategy implementation and this contains a sturdy vital relationship in strategy implementation. The study finished that t the implementation of a method in organizations usually encounters rough going owing to deep stock-still cultural biases within the organization. Once the organization has associate degree applicable structure wherever it interacts with different departments and optimizes so as to make competitive advantage.

Kosgey et al. (2014) investigated the Role of worker capability within the strategic positioning of recently started public universities in Kenya: The case of Laikipia University. The study established that senior management support was crucial for the execution of strategic objectives of the University. The University's senior management was at the conceptual and strategic levels that controlled policy selections and controlled requisite resources of the University. If the University's senior management leadership skills area component sagacious, it will offer competitive advantage however loss if inadequate. It was absolutely established that Human resource management was one among the foremost crucial components for the University to retort to environmental factors of competition from different establishments of upper learning. Generally, it absolutely was apparent that support and leadership of the University's senior management within the strategic positioning of the University was fairly sturdy. However, the University's senior management would profit additional from coaching on soft skills moreover as benchmarking with different universities within the country and also the region to enhance on the standard of their leadership.

The data showed that 64.3 % of the management functions of school administration demonstrate commitment to strategy implementation. The findings show that 79.7 % agree that the top school management emphasizes team work and collaboration which are essential components in successful strategy implementation. The school leadership is critical in ensuring the strategic plans are implemented which enhances high performance in schools. This findings are consistent with Michira & Anyieni (2018) who south to examined in depth establish the effect of management style like form of leadership on implementation of strategic plans in savings and credit co-operative societies in Kenya, a case of mwalimu Sacco In Nairobi County. The study concluded that leadership is positively related and key to successful strategy implementation. It was observed that respondents agreed 72.6% agreed that the principal assurance there is reliable appraisal and revision of the strategic plan for effectual implementation. The findings are consistent with Arthur and Boyles (2007) which concluded that for the organization to achieve its vision the leadership must be able to influence the human resource and financial resource to implement strategy successfully. The competencies of the principal, the chairman board of management and the heads of departs will provide the desired leadership among all the stakeholders including the students in the schools. This implies that the manager who is the principal of the school must do an excellent work of functioning with and through others, nurturing and increasing competitive capabilities and instilling discipline of getting things done. It was observed that respondents agreed 87.6 % agreed that the school management consult and corroborate teachers and BoM work towards strategy implementation. The major influence on successful strategy implementation is a shared understanding and commitment by the top leaders. It was observed that respondents agreed 80.9 % top leadership team exhibited Ability and strength to offer Leadership In the strategy implementation and organization performance. The findings are in tandem with Gary (2006) this is consistent with the Thompson et al (2012) leadership is the key driver to strategic implementation. The study has asserted that where we have strong leadership from the principal, the chairman of board of management and heads of

various departments in the school the strategic plans will be implemented successfully which will lead to enhanced performance academically. The solution to poor linkage may well be found in this leadership role that aligns and integrates all activities of groups in a company (Margerison, 2011). They support the thought that culture alignment is required to form the chosen structures and processes awake. The structure ought to be designed to facilitate the strategic pursuit of the organization, and to confirm that things are done the proper method. Another leadership role known by Mattis 2011, the resources particularly data systems and technology required should be created, known and distributed in line with the ways developed. Teacher's services' commission organization's resource strength is of the utmost importance as resources are the foremost logical and crucial building blocks for strategy, whereas their weaknesses might represent vulnerabilities that require corrections (Thompson and architect, 2008). Objectives show for direction and action, and channel efforts and resources. In these resources leadership has to skills it will support the strategy to confirm vision realization (David, 2009).

REGRESSION ANALYSIS

The regression equation was undertaken to predict the variables and the strength of the relation model of the empirical model. The table below shows the regression analysis. In the previous section we discussed the results using frequencies and percentage to determine the influence of the independent variables on the dependent variable that is performance. In this section of regression analysis an attempt was made to analyze the results using the inferential statistics. The multiple linear regressions were undertaken with the composite variables for allocation of resources, leadership and organizational structure and strategy implementation of organization performance. The independent variables using the regression analysis explained the relation and its direction in the model. The independent variables allocation of resources, leadership and organizational structure were regressed using the logit to establish which contribution it contributes in the model of strategy implementation of organization performance (dependent variable). The results indicate that the independent variables; allocation of resources, leadership and organizational structure are explaining strategy implementation of performance of the organization. This conclusion is supported by the R square of 0.738. This implies that the independent variables can explain 73.8% of the dependent variable effective strategy implementation. The 0.738 is a very strong relationship which can relate to the finding of Wachira & Anyieni (2017) Effect of Change Management Practices on Performance of Teachers Service Commission, the study established that there is a strong relationship of leadership in the strategy change management in the Teachers service commission.

Table 1: Regression results for determinants of strategy on performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.752 ^a	.648	.604	.3212

a. Predictors: (Constant), allocation of resources, leadership and organizational structure

The results ascertain there is a significant positive correlation between strategy implementation on allocation of resources, leadership and organizational structure. The Nagelkerke R-Square was used to explain the composite variables of the relationship in the model that is the influence of resources, leadership, and structure on strategic plans implementation in schools. The degree of variability in strategy implementation that can be accounted for by allocation of resources, leadership and organizational structure. The closer R is to 1 the stronger the relationship while as R is near to 0 the weaker is the relationship. This implies that 0.648 (64.8%) of the variability in strategy implementation on organization performance can be explained by allocation of resources, leadership and organizational structure. This implies that 64.8 percent of variations in the performance variable (Dependent Variable) which explained by the combination factors which are leadership, school structure, resources. Consequently, other variables not in this multiple linear equation model could account for 35.2.5% of the variability in strategy implementation in public secondary schools. Kaplan, Robert S. and David P. Norton (2008). Culture change efforts should first and foremost be aligned to the strategic goals of the enterprise and not be a separate exercise. The purpose should be to shape a strategy-aligned culture. If, for example, an organisation is pursuing a strategy based on customer intimacy, then the defined behaviours, values, recruitment, training and reward mechanisms, etc., must be appropriate for the inculcation of customer-centricity. In the same vein, a strategy based on operational excellence must also be supported by an appropriate culture: the US-based Balanced Scorecard user Southwest Airlines is one organisation that understood this very well. Indeed, it is important that structures and systems are appropriate to the organization's culture.

CONCLUSIONS

The government is geared to achieve the vision 2030 whereby education is the key pillar. The country to be able to provide adequate human resource, innovation and creativity the performance of secondary must be improved. The secondary school provides a foundation for those students who will join university and other tertiary institutions. To achieve high performance in secondary the government has made it mandatory for all the public secondary schools to formulate strategic plan and ensure they are implanted so as to achieve the desired performance. This section attempted to recap of the summary of the results of the study. Strategy implementation is the best way to evaluate whether plans are implemented or they are gathering dust in the shelves of much organisation.

The organizational structure of the school provides the essential systems and procedures which are essential for successful strategy plan implementation; schools that do not have a fit between strategy implementation and structure are left vulnerable to external changes. The study established that when there is well understood organizational structure the strategic plans can be implemented successful which will result to good performance in the schools. The study revealed that when the school has a well developed communication which is anchored in the organization structure the successful implementation of strategic plans will be achieved. Therefore internal

inefficiencies in organizational structure should be eliminated in order to achieve good performance in the schools. The organizational structure plays a critical role when planning and implementing the schools strategic plan. Notably organizational structure plays a leading role in influencing implementation of strategic plans and its overall academic performance in schools.

The study asserted that leadership styles influences the implementation of strategic plans and that the top management in the schools ensures there is regular and timely consultation regarding amendments or improving the strategic plans the schools. The study has expounded and shed more light how to enhance performance in public secondary school whereby the government is the major driving force. Strategic plan implementation; the principal ensures all the school stakeholders are consulted and taken into confidence in formulation, implementation and execution of the school's strategy. The findings also led to the inference that leadership style had a strong positive effect on strategic plan implementation.

A conclusion was drawn that the allocation of resources greatly affects the implementation of strategic plans; though many studies has established that resources are key in organisational before performance cutting across organisations this study has expressed the need of particular resources like qualified teachers , well furnished library as key facilitators in performance of school in Nyamira county. In addition, it was inferred that resource allocation strongly, positively and significantly affect implementation of strategic plans.

RECOMMENDATIONS

The study concluded that in order the government to achieve the pillars of the vision 2030 the must be concerted efforts from the national treasury to provide adequate funding to have well furnished libraries. The principals of schools must be facilitated to undergo leadership training workshops to enable them to transform classroom teachers to chief executive officers of the school. That the school management needs to establish an organizational structure that promotes the successful strategy implementation. It is advised that the leadership style adopted by the management should emphasize team work and cooperation which are essential components in strategy implementation in public secondary schools. To achieve high performance in secondary the government has made it mandatory for all the public secondary schools to formulate strategic plan and ensure they are implanted so as to achieve the desired performance. This section attempted to recap of the summary of the results of the study. Strategy implementation is the best way to evaluate whether plans are implemented or they are gathering dust in the shelves of much organisation.

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