



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

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ABSTRACT

This study investigated the effects of implementing the strategic plan on the organization's performance at the Kenyan National Social Security Fund. The sample size, as determined by Slovin's statistical method, was 36 individuals. Proportions of the sample were distributed using stratified random sampling. A semi structured survey utilizing Likert scale questions was used to collect primary data, while secondary data was obtained from journal articles and NSSF performance reports. In order to assess the data tools' validity and internal consistency, a pilot test was conducted. Data from the survey were analysed quantitatively using the Statistical Package for Social Sciences version 26. Descriptive statistics, multiple regression analysis, and correlation analysis were performed on the data. Charts and frequency tables were used to present the results as necessary. The study findings revealed that strategic resource allocation, organizational culture, strategic articulation, and strategic communication were positively related to organizational performance. Further, the regression model was found to be significant with model validity significance less than 0.05. Organization performance is moderately related to the implementation of strategic plans (R) in the model summary. The study concluded that based on the overall mean for strategic resource allocation, NSSF practice of strategic resource allocation is moderate. The study concluded that based on the overall mean for organization culture, pension fund practice of organization culture is moderate. The study concluded that based on the overall mean for strategic articulation, pension fund practice of strategic articulation is moderate. The study concluded that based on the overall mean for strategic communication, pension fund practice of strategic communication is large extent. The study advocated that the management of NSSF ought to ensure time allocation of funds to facilitate strategic plans implementation. The pension fund managers should deploy technological resources during the strategic plan's execution. This would ensure success in the execution process. In addition, the organization should provide continuous training to its employees on how to carry out strategic plans and the management should avail necessary physical resources to assist in implementing strategic plans.

Key Words: *Organizational Culture, Strategic Articulation, Strategic Communication, Strategic Resource Allocation, National Social Security Fund*

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INTRODUCTION

The current state of global competition is complex, dynamic, and largely unpredictable (Chebet, 2017). In spite of the considerable attention given to how strategic plans should be created to address this unprecedented level of change, little consideration has been given to the implementation of strategic plans in the context of the performance of pension funds. A median of 8% was used in 2009 by pension funds to guide investment decisions, but 7.25% is used today. There is a striking similarity between state public pension plans throughout the United States in terms of investment methods: In 2019, 52 out of 73 pension funds studied (or more than three quarters) had over half of their assets invested in risky assets between 65% and 80%. In terms of funds allocated to hazardous assets, Alaska's public pension system and West Virginia's conglomerated pension board have the largest allocations, 88% and 53%, respectively (Phew Charitable Trusts, 2021).

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

Regionally, the Ugandan pension sector saw a surge in assets attributed to escalating new patrons, a decrease in withdrawals, and strong regional stock market performance. Its assets increased from Ush16.3 trillion (\$4.5 billion) in December 2020 to Ush16.9 trillion (\$4.7 billion) as of March 2021 (Buswulwa, 2022). Kenya's capital market underperformed, with a 17.2% decline in stock market capitalization in June 2020 compared to a 20.84% decline in the year ending in December 2019. Additionally, there were no new corporate

bond issuances, and a significant exodus of foreign investors from the stock market during the first half of 2020 enhanced market volatility. Due to the decline in share prices that occurred in the first half of 2020 because of the COVID-19 outbreak, the pension funds' assets lost value (Cytton, 2022).

One of the strategic plan implementation factors considered in the current study is strategic resourcing, a quantitative approach that details an organization's financial sources and how they will be used over a defined timeframe, often one year. The importance of resource allocation in terms of utilization, sustainability, and the accomplishment of organizational goals was emphasized by Miller (2002). The efficacy of strategic resourcing was evaluated using employee development, technological resources, and financial resources. The organizational framework that supports and develops the strategic approach is referred to as the "strategic articulation." This variable was evaluated using outcome definitions, regular approach reviews, and structural motivation.

Identifying and measuring key performance indicators determines the performance of an organization. These indicate how well organizations are translating their strategies into successful strategies (Heesen, 2015). A pension fund can be compared to many other organizations in that it accepts inputs, transforms them into outputs, and distributes those outputs to its stakeholders. Invested funds and contributions contribute to the value of pension funds and the retirement benefits they provide (Davis, 2005). Efficiencies are described as the amount of financial output a pension fund maximizes through the efficient use of financial resources (Chansarn, 2005). Other types of collective investments, such as pension funds, are aimed at maximizing short-term wealth rather than providing long-term income replacement in retirement. The performance measures for evaluating their performance are similar to those for assessing other types of investments. Financial ratio analysis is occasionally used in studies on the performance of pension funds (Dulebohn, 1995), or

they compare the returns of pension funds to market indices (Stanko 2002; Bikker and Dreu 2009). Investment returns, fund market share, administrative cost reduction and contributions received were the study's measurement metrics, nevertheless.

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

Statement of the Problem

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

To increase the fund's actuarial values, build a portfolio of value-adding products and services, and achieve and maintain high operating efficiency, the NSSF prepared a strategy plan for the years 2020–2021. In order to increase its presence along the value chain, the fund also switched from a traditional business strategy to one that was value

driven. This new business model is known as "strategic alliances." To achieve efficient operationalization and plan monitoring, the fund also implemented the Balance Scorecard. As a result, the fund gained a 20% market share and rose to the top spot in terms of managing pension assets. The fund hasn't met its objectives, despite the operationalization of the strategy plan. As an illustration, the fund intended to increase its worth from Ksh 249 billion to Ksh 302 billion by 2020/21, but it only succeeded in reaching Ksh 285 billion. Only Ksh 14.47 billion of the Ksh 17.6 billion in contributions that were anticipated throughout the same time were actually made. Although it was anticipated that the fund's administrative costs would drop to Ksh 1.5 billion, the actual figure was Ksh 2.24 billion. 2.7 million members contributed Ksh.14.47 billion over the course of the fiscal year ending on June 30, 2021. This was 2% less than the Ksh14.7 billion gathered the year before (NSSF Report, 2021). This study request calls for a thorough examination of how implementation strategies for strategic plans impact pension fund performance.

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

fund performance, according to the examined empirical literature. In order to determine how strategic plans, impact the performance of the organization, the National Social Security Fund in Kenya was examined.

Study Objective

The general objective was to investigate the effects of implementing the strategic plan on the organization's performance at the Kenyan National Social Security Fund. The Specific Objectives were:

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

LITERATURE REVIEW

Resource Based View Theory

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

by other firms. Due to the immobility of resources, it is challenging for firms to copy the resources of competitors, which prevents them from creating strategies that are similar (Müller & Jugdev, 2012).

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

McKinsey 7s Model

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

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

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

Theory of Performance

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

Empirical Review

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

descriptive and inferential statistical analysis was conducted on the collected data. Putting resources in the right place affects the effectiveness of strategic management strategies significantly.

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

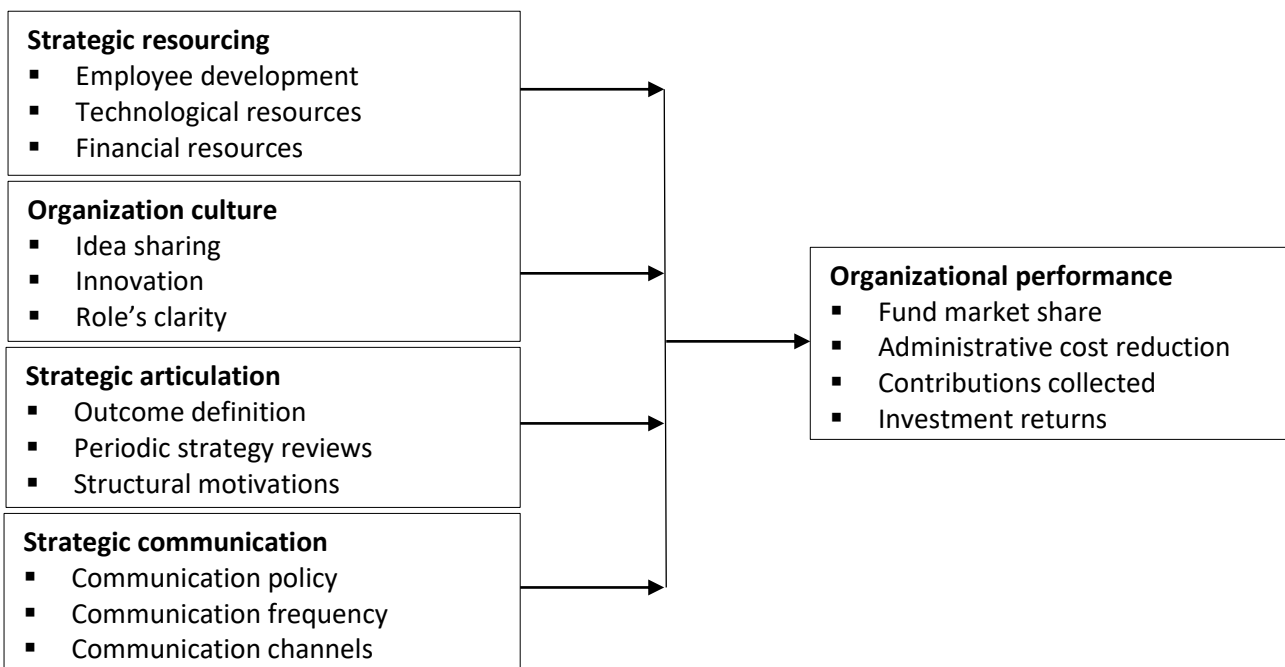
Organizational culture, which is crucial to every aspect of organizational behavior, is one of the fundamental issues, claims Ateng (2009). The ability of an organization to shift its strategic direction can be seriously hampered by organizational culture, which has a considerable impact on every employee's behaviour. Several Iranian researchers have studied the relationship between organizational culture and strategy implementation (Ahmadi, et al.2012). Researchers tested hypotheses relating typologies to 18 dimensions of organizational culture and strategy execution by evaluating 136 individuals at the Iranian Karafarin Bank. Results showed a significant correlation between strategy execution and cultural emphasis on it.

In South Africa, Reddy (2016) looked into the role organizational culture played in strategy execution. demographics, corporate culture, and strategy implementation are all covered in a survey form that is distributed electronically. Prior to assessing the multivariate shared relationship between the two variable sets, we assessed the reliability and validity of the 179 questionnaires completed. Pearson correlation and canonical correlation

analyses were used to predict strategy execution variables based on the nine dimensions of culture. The results show that organizational culture and strategy implementation have a range of strong, moderate, and poor correlations. Strategy execution components most influenced by future planning orientation were achievement orientation and future planning orientation.

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

Conceptual Framework



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

METHODOLOGY

A cross-sectional design was employed in the study. The target population was 36 management workers

working across all divisions at the NSSF Nairobi Headquarters. The study employed the census method due to the tiny target population. Data was

of multiple linear regressions was carried out to evaluate the hypotheses. The findings demonstrated that strategic articulation as a leadership strategy has a positive, considerable impact on NGOs.

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

collected using structured questionnaires that was self-administered. Three sections of the questionnaire were distributed to research participants: section one asked for general information; section two asked about the study's independent variables; and section three asked about the study's dependent variable. To provide results that require the researcher to interpret and simplify, basic data analysis requires obtaining and arranging obtained data (Kombo & Tromp, 2009). Codes and analyses were carried out using SPSS 26 version, Statistical Package for Social Sciences. Statistical analyses were conducted for both descriptive and inferential purposes.

FINDINGS AND DISCUSSION

Descriptive Results on Strategic Plan Implementation

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

Strategic Resource Allocation and Organization Performance

Responses were required regarding the extent to which selected strategic resource allocation aspects have been adopted by the National Social Security Fund. The results were shown in Table 1.

Table 1: Strategic Resource Allocation and Organization Performance

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

Table 1 shows that respondents have a level of agreement of 3.94 (SD = 0.619) for the statement that companies provide funding for the timely execution of their strategic plans. In addition, a mean of 3.91 (SD = 0.856) of respondents agreed that technology resources are used during the execution of a strategic plan. The average score for the practice "staff are continuously trained on how to implement the strategic plan" was 3.88 (SD = 0.492), this indicates that respondents agreed with it. The mean number of respondents believe the pension fund makes physical resources available to implement plans was 3.81 (SD = 0.535). The overall

mean was 3.8313 this indicates that strategic resource allocation is practiced moderately. According to the results of this study, strategic resource allocation greatly affects the quality of strategic management strategies implemented by Kericho county hospitals, based on Chebet (2017)'s study on the implementation of strategic plans and organizational effectiveness.

Organizational Culture and Organization Performance

Participants were asked to indicate which aspects of organizational culture they adopted in the National Social Security Fund. Table 2 shows the results.

Table 2: Organizational Culture and Organization Performance

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

A mean score of 2.97 (SD = 0.647) indicates that respondents disagree with the statement that employees in this organization are adaptable and flexible when adjustments are needed. A mean of 3.84 (SD = 0.628) was observed for the statement that aligning employee attitudes and strategic goals and objectives improves strategy implementation. Respondents felt that the fund's operating environment was open to new ideas, resulting in improved strategy execution and that the pension fund's operating environment was open to new ideas, as shown by an average of 3.69, an average of 3.97, and an average of 3.97. Agreed that strategy execution would be improved because it is open to. The overall mean was 3.8438 indicating

that organizational culture had moderate extent. In their study of organizational culture and strategy implementation in Iran, Ahmadi, Salamzadeh, Daley, and Akbari (2012) found that a culture emphasizing strategy implementation was conducive to it. Correlations between these variables were significant.

Strategic Articulation and Organization Performance

As part of the survey, respondents were further asked to indicate whether certain aspects of strategic articulation have been implemented by the National Social Security Fund. Table 3 presents the results.

Table 3: Strategic Articulation and Organization Performance

	N	Mean	Std. Deviation
Leaders explain what must be done to others using tools, visuals, tales, and models.	35	3.53	1.016
Leaders examine the progress being made in implementing the strategic plan on a regular basis and suggest improvements.	35	3.75	.622
The company has implemented structural employee motivations.	35	3.75	.880
The goals and results of the strategic strategy are clearly stated.	35	3.81	.780
Average	35	3.7109	.60278

According to table 3, respondents agreed that leaders convey instructions to others using tools, images, stories, and models. The respondents also agreed with the statement that leaders regularly review the progress of implementing strategic plans and suggest improvements with an average score of 3.75 (SD=0.622) is showing. In addition, respondents agree with the statement that the

pension fund has an employee incentive structure and that its strategic goals and outcomes are clearly stated, as indicated by the mean, respectively. 3.75 and the average is 3.81. The overall mean was 3.7109 indicating that strategic articulation was practiced to a moderate extent. This result is consistent with the findings of Qasim, Guichunge and Mbisi (2022), who showed that strategic

clarification as a leadership strategy has a favorable and significant impact on NGO performance.

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

Strategic Communication and Organization Performance

Table 4: Strategic Communication and Organization Performance

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

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

implementing a strategy and found that communication is a key factor to achieve the set goals. the strategic plans of the organization.

Effect of Strategic Plan Implementation on Organizational Performance

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

Inferential Statistics

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

Table 5: Model Summary

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

- a. Predictors: (Constant), Strategic resource allocation, Strategic articulation, Organizational culture, Strategic communication.
- b. Dependent Variable: Organizational Performance

A positive correlation exists between the implementation of the strategic plan and the performance of the organization, as shown in table 5. In the analysis of National Social Security Fund

performance, 48.1% of the change is attributed to strategic plan implementation according to the coefficient of determination (R²).

Table 6: Model Validity (ANOVA)

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

a. Dependent Variable: Organizational Performance

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

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

statistically significant relationship exists between strategy implementation and organizational performance.

Table 7: Regression Coefficients

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

a. Dependent Variable: Organizational Performance

The model can be seen in Table 7 as follows:

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

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

Testing Hypothesis

The regression coefficient results were used to achieve the study objectives. This was achieved by considering the P-values that are associated with the relevant regression coefficients and t-values, as shown in table 7. This study examined how strategic resource allocation impacts the performance of the NSSF as a first objective. The regression results for strategic resource allocation are $\beta_1 = 0.213$, $t = 0.961$ and $p < 0.05$, showing that there is a positive and significant relationship between strategic resource allocation and operational efficiency of the company. organization. Based on the results, we conclude that NSSF's organizational performance would be increased by 0.213 units if strategic resources were allocated more effectively. According to the study results, Chebet (2017) found that strategic resource allocation significantly impacts the effectiveness of strategic management

strategies in sub-county hospitals in Kericho County as it examined how strategic plans were implemented and the organizational performance of sub-county hospitals. Therefore, the null hypothesis is rejected since the P-value for the null hypothesis is less than 0.05. NSSF organizational performance is therefore not significantly impacted by strategic resource allocation.

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

This study's fourth objective was to determine whether strategic communication has an impact on organizational performance. Regression analysis

revealed a significant positive association between strategic communication and performance ($\beta_4 = 0.254$, $t = 1.047$ and $p<0.05$), with a one-unit increase in associated strategic communication related to a one-unit increase in the NSSF organization. means to It gives a performance of 0.254. Results of this study are in agreement with Olang's (2015) findings on the role of communication in implementing strategies. Communication is one of the most important elements to success for any organization. NSSF did not demonstrate a significant effect of strategic communication on organizational performance from the null hypothesis because the p-value is below 0.05.

CONCLUSIONS AND RECOMMENDATIONS

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

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

A conclusion of the study is that pension fund leaders use visual aids like tales, models, and other forms of communication to explain to others what they need to do. Also pension fund leaders regularly

examine the progress being made in implementing the strategic plan and make improvement suggestions. Further, it is concluded that the pension fund has implemented structural employee motivations and that the goals and results of the strategic strategy are clearly stated. The study concludes that based on the overall mean for strategic articulation, pension fund practice of strategic articulation was moderate.

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

To facilitate the implementation of strategic plans, funds should be allocated to the National Social Security Fund at the appropriate time, according to the study. The pension fund managers should deploy technological resources during the strategic plans' execution. This would ensure success in the execution process. In addition, the organization should provide continuous training to its employees on how to carry out strategic plans and the management should avail necessary physical resources to assist in implementing strategic plans.

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

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

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

Suggestions for Further Study

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

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