

**ASSESSMENT OF STRATEGY IMPLEMENTATION PROCESS ON PERFORMANCE OF NATIONAL
SOCIAL SECURITY FUND, KENYA**

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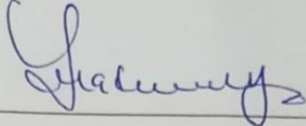
**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF
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DECLARATION AND APPROVAL

Declaration by the Student

I declare that this research project is my original work and has not been presented for a degree in any other University or for any other award.

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We confirm that the work reported in this project was carried out by the candidate under our supervision

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DEDICATION

To my wife Jane Kemunto who supported me in an environment of limited time and resources and to our children Alvin, Dalton and Vane.

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I wish to express my profound gratitude to my lead supervisor Dr. Christine Jeptoo and her co supervisor Dr. Martin Onsiro, lecturers of Mount Kenya University. They have played a critical role throughout the process of developing and compiling this thesis. Their invaluable support without which this work would not have been accomplished is highly appreciated.

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The list goes on and on to include, Risper Nyambune of supreme enterprises and Joshua Rioba of Nevisha computers for their patience and co-operation during the time this thesis was being typed, compiled and edited. Dr Nyariki, Omallah and Muyumbu, all from Mt Kenya, Thika main and Kisii campus respectively. My colleagues; Benjamin Ongoro, Nathan Nyabayo, Dr Kwaba and the late Loyce Omatu among others.

ABSTRACT

We live in a society with problems that may be rooted in politics, education, agriculture, health, social security and transport. This is where entrepreneurs, the government and its agencies come in to diagnose and provide solutions before they degenerate to uncontrollable proportions. The study purpose was to assess strategy implementation process on performance of National Social Security Fund, Kenya. The study was guided by six objectives; to examine the influence of organization leadership, organization structure, organization culture, organization communication, strategic resources and technology on performance of National Social Security Fund. The researcher identified three theories; Economic Theory of wealth creation, Social cognitive Theory and Systems Theory. The study philosophy was interpretivism with explanatory and descriptive research design.. The target population of the study was 365 employees at NSSF head quarters. The population was stratified or categorized according to their cadres, then purposive sampling was used on the predetermined senior management cadre while simple random sampling techniques was used on the middle management and non-management staff who had equal chances of being selected for analysis. Questionnaires were administered to be completed by respondents while observation and document analysis provided a bias towards the qualitative design aspect. The sample size was 186 and this was determined using Krejcie and Morgan table. Data was analyzed using inferential and descriptive statistics. Under inferential statistics the researcher used regression while under descriptive statistics, the mean and the standard deviation were used for measures of central tendency and measures of dispersion respectively. The outcome was presented by the use of frequency tables. The study demonstrated a strong positive correlation ($R = 0.793$) between the independent variables and performance, with approximately 62.9% of the variability in performance explained by the model ($R\text{ Square} = 0.629$). ANOVA results indicated that the regression model is statistically significant ($F = 9.168$, $p < .001$), suggesting that the predictors collectively contribute to explaining the variability in performance. Individual coefficients revealed significant influences of leadership, organization structure, culture, communication, resources, and technology on performance ($p < .05$). Specifically, a one-unit change in each of these factors led to significant percentage changes in NSSF's performance: leadership (19.2%), structure (10.9%), culture (12.7%), communication (15.8%), resources (25.7%), and technology (32%). Based on these results, recommendations are made to enhance organizational effectiveness. Leadership development programs should be implemented to empower managers and executives, fostering a culture of strong leadership within NSSF. Additionally, a comprehensive review of the organization's structure is recommended to streamline communication channels and clarify roles and responsibilities. Promoting a positive organizational culture that values transparency and collaboration can further contribute to performance improvement. Enhancing internal communication channels and optimizing resource allocation processes are also recommended to ensure efficient operations. Moreover, investments in technology infrastructure and continuous training for employees are advised to leverage technological advancements for enhanced performance outcomes within NSSF. Further studies should analyze the influence of various stakeholders on the fund's strategies, and explore the mediating role of technology on the influence of strategy implementation processes.

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LIST OF ABBREVIATIONS AND ACRONYMS

A.P.A	:	American Psychological Association
COVID – 19	:	Corona Virus Disease of 2019
DW	:	Durbin-Watson's (Statistic)
EFQM	:	European Foundation for Quality Management
G.K	:	Government of Kenya
HR	:	Human Resource.
I.B.M	:	International Business Machines
IBM	:	International Business Machines.
ISO	:	International Standards Organization
K.T.D.A	:	Kenya Tea Development Authority
KRA	:	Kenya Revenue Authority.
M S M E:	:	Micro, Small and Medium Enterprises.
NHIF	:	National Hospital Insurance Fund.
NSSF	:	National Social Security Funds
OLS	:	Ordinary Least Square (Regression Model)
PESTEL	:	Political, Economic, Social, Technological, Ecological and Legal Environment.
SDG	:	Sustainable Development Goals.
SPSS	:	Statistical Program for Social Science
SWOT	:	Strength, Weakness, Opportunities and Threats
VIF	:	Variance Inflation Factor

CHAPTER ONE

INTRODUCTION

The chapter comprises of the study background, statement of the problem, purpose of the study, objectives, hypothesis, significance, scope and limitations the study. Delimitations, assumption of the study and operational definition of key terms are also be in this chapter.

1.1 Background of the study.

We live in a society that is facing many problems. These problems can be rooted in legislative issues, trade, education and labor, agriculture, security, transport and infrastructure, health, mining and general social wellbeing of the society. To take care of these issues as they would exist at a given point of time, governments, their agencies and entrepreneurs formulate policies or strategies to respond to them and in relation to the objectives of growth, national development agenda, public improvement objectives and prosperity of the residents. This is necessary according to (Krush et al., 2016), because it allows members of society to come together, take a collective action to identify their problem and forward it to the government to provide solutions before they deteriorate into uncontrolled stages with the general public's social-financial development and advancement endangered. The process of diagnosis and provision of solutions is what strategic management is meant to address. The success of these is fundamentally hinged on the making and effective implementation of public policies or strategies. Strategies are often the product of an organized and vigorous planning process. The planning is preceded by environmental scanning, forecasting and strategy formulation where a vision, mission and objectives of an entity is clearly defined. The planning is meant to marshal resources and direct them to the most efficient and effective use. (Mintzberg, 2017) indicates that the term "strategy" was drawn from the Greek word "stratego" which means the General of the Army. The ancient Greeks had ten tribes. Each tribe elected "a stratego" every year to head its regiment – a large group of soldiers. At the battle of Marathon in the year 490 BC, the stratego council advised the political class not to target at winning the battle alone, but also to come up with tactical advice about managing troops to win the battle. The stratego advice came to be known as "strategic advice" and it focused on results.

Strategic planning in the 21st century has continued its orientation towards building organizational competitive advantage. Focusing on results as the ancient Greek regiment or army did. Rygielski et al., (2002), notes that intelligent information management is squarely on the front line of today's business performance. Strategic management seeks to demonstrate how big and small businesses may be more successful and efficient in this day and age as well as in the future by taking a broad perspective of this shifting corporate landscape. This has significantly associated with create and nurture innovative entrepreneurships.

Strategy implementation has been having more perplexingly as strategists are currently being called upon to address multifaceted layers of global economic and competitive issues (Kotler & Armstrong, 2008). Principles of marketing in Australia. It notes that as the business climate undergoes a fundamental transition in 21st century, the evolving role of organizational design will offer a unique insight into the nature of business activity in future opportunities, objectives and resources. This indicated a technique which cannot be figured in confinement, it needs to mirror the targets of the association and be viable with the techniques sought after somewhere else in the association to guarantee consistency, lucidness and importance.

According to (Rygielski et al., 2002), a methodology is a model or strategy that combines an association's vision, purpose, and tactics into a cohesive whole. He continues stating that a well-thought-out process helps to organize and allocate an organization's resources into an outstanding and useful posture depending on its overall internal capabilities and shortfalls; anticipated changes in the environment; and unanticipated movements by cunning competitors. The current financial tempest expects chiefs to zero in on essential lucidity, persuasive effect, inward consistency, similarity with the climate, suitability considering assets, level of hazard, and match to the individual, time line and usefulness.(Dorey, 2014), demonstrate that assuming the execution is poor, any remaining components of vital administration turn into an exercise in futility and exertion. To impact any significant methodology execution, firms need proper abilities; prepared and propelled directors, vital data regularly gotten from natural filtering and determining, liquid and responsive frameworks and designs.

While illustrating how strategy implementation can be multi-tasking, time-consuming and costly, a British explorer Sir, Francis Drake narrates what the first English man faced when he set out to circumnavigate the globe in 1577: He took off with six ships and 164 sailors. Three years later, just one ship with 59 remaining crew members made it back to Plymouth Harbor in England. Sir Francis said that the sailor and his crew went through a long list of tragedies, including storms, shipwrecks, enemy assaults, famine, fatalities, and the loss of other crew members. In light of his terrible journey, Sir Francis cautions against the feeling of content and safety during strategy implement. According to him, safety and security are guaranteed when one's vessel sails close to the shore. But when a vessel is sailing away from the shore, in deep waters, sailors will never know peace. (Phillips, 2014)says that if one has to die in this filthy backwater, he will do with his head high and eyes clear. (Bly, 2022)observes that one may be robbed in the process but as long as he does not "steal himself", that one should not worry him. DeMarco Tom, (2013), warns against covering our eyes because this will give us away as nervous outsiders and probably make us look the same as everybody else who comes to hide behind corporate challenges. (Bly, 2022), gives an analogy of a chameleon and says that managers need to "chameleon their old fibre coat (strategy) from blue to black and push on through the crowds". He says that you need to program yourself, open your own menus and rewrite your code. At the end of the journey, their knowledge and experience will be celebrated by everyone. According to Sir Francis, when strategies are unique, firms are exposed to high risks of failure but at the end of it all, their knowledge and experience will be celebrated by everyone and the whole world will marvel and their success.

Similarly, (Bibelet al., 2021), talks of a poem wrote in about 700 BC, about Odysseus, the great warrior. The warrior fought and won the battle of Trojan. Then, at that point he started a 10-year journey back to his local Ithaca. The journey took such a long time since he confronted wrecks, insurrections, storms that kept him from his objective. At long last, the lords of his progenitors consented to permit the fatigued fighter to show up at his home and family. Bibel, a scholar and experienced essayist stress the requirement for confidence and assurance in what directors set off to do. (Alexander, Alexandrowicz, & Ali, 2013), similarly, .warns managers against working so hard on analyzing phase and denying planning and implementation phase adequate effort and resources.

(Colfer, 2012), in his book "the last wild", observes that organizations are swiftly going through a downhill clusters of trees and rocks as their wardens are fast asleep. (Yildiz, 2015), laments the state of many managers. He says that it goes without saying that managers do not have the faintest idea of what might be hailing their companies.(Colfer, 2012), he is surprised that these sergeants (managers) have two loaves of bread while the rest have only one and worse still, others have no bread at all. This means that managers plunder public resources to enrich themselves, as a

result jobs are lost and poverty reigns in society. Effective strategy implementation is generally difficult. The more radical the degree of strategy from other strategies, the more difficult it is. Far-reaching and radical strategies affect all facets of the business but cannot be copied by rivals.

In the global scene, effective strategy implementation has been a focus of every organization both in the developed and the emerging world economies. The International Criminal Court is a world organization charged with the responsibility of discharging justice to the victims of member countries who are not able to find justice in their local courts. It is a well-known United Nations strategy aimed at providing justice to victims of a major proportion of human injustice. It is comprised of 122 countries worldwide and Kenya is a member. The court is located at The Hague, in Netherland. (Steinberg, 2016) claims that the international criminal court has encountered significant difficulties in putting her plan into practice. At the international criminal court, convicting suspects has proved to be a difficult task. The purpose of the court is seriously jeopardized if no arrest is made. Victims would lose faith in the court and its credibility will be diminished if suspects are not put on trial (Stutely, 2017).

International Criminal Court has been criticized for inefficiency, expensive in terms of cost and unhelpful. The harm might be even more severe for the court than for the governments that have disregarded their legal commitment to assist. (Steinberg, 2016), has identified several reasons why the international court strategy implementation has been ineffective. The issue of governance has been Centre staged as a hindrance to the effectiveness of any of her programs. This resonates negatively and creates a lack of commitment and noncooperation by member states to apprehend suspects. Financial issues have heavily affected the smooth running of the court operations. International finance institutions are reluctant to give adequate funding to enable the court to come up with credible witness travel, accommodation and protection program. These and other structural issues have seriously affected the performance of the court in a big way. The culture of non-accountability and impunity by some staff members of the court have slowed down the pace of the court effective strategy implementation. This most prestigious institution managed by world-class professionals as we have noted suffers from ineffective implementation issues as do other institutions from emerging world economies.

According to Lu (2021), Chinese entrepreneurs such as Zhang Ruimin, Jack Ma, and Lei Jun have been celebrated for their visionary ideas, yet they openly acknowledge their challenges in executing their programs effectively. They attribute these difficulties to cultural issues, the need for talented leadership, and the availability of resources and tools. According to the Brazilian Business Review (2017), "capacity to implement change is a challenge to modern organizations," with managers often relegating strategy to a secondary plan, which affects strategy implementation. It cites the relegation of the strategy into the secondary plan by managers as the main factor that affects the implementation of the strategy.

In the regional scene, the issue strategy implementation in Africa and the third world economies is equally perplexing. (Zondi & Qwabe, 2022), points out that the local municipality of Cape Town in South Africa has challenges in strategy implementation that adversely affect equitable service delivery. Their efforts have been frustrated by a lack of contingency leadership approaches, resource barriers, technical and cultural conflicts. (Makindaet, al., 2017), contends that in Nigeria, policies and commendable programs are regularly introduced, yet the desired outcomes remain elusive. He ascribes this issue to insufficient human resources, a lack of policy continuity within government, and integrity concerns.

Ineffective strategy implementation has increasingly become an issue of greater concern in developing nations. Africa is where governments are looked upon by the citizens to implement

development projects and programs suffer the same fate. Ineffective implementation of policies has become very critical and worrisome, as informed by (Zondi & Qwabe, 2022). The developing countries, most of which are found in Africa are perhaps the worst hit in terms of poor policy or strategy implementation.

In the local scene, (Gathii, 2018), in his article effective county governance key to quality service deliver, laments the way Kenyans have suffered for the last 50 years under unaccountable, bureaucratic, opaque and centralized national governments. He recommends devolved governments as proposed by the constitution of Kenya 2010.

In order to achieve effectiveness in the implementation of devolved units programs, (Gathii, 2018), proposes the following critical capacity-building factors: Top leadership must be committed to devolution, clear governance structures, progressive planning and effective use of strategic resources. Proper channels to hold those responsible for service delivery to account are also critical. (Mutunga, 2019), observes that devolution is a necessary mitigation measure against poverty, inequality, division and underdevelopment. He identifies structure, governance, resource and culture as factors that affect effective operations of devolved units. (Dransfield, 2015)underscores the importance of leadership in a business and warns that leadership failure destroys the future of any entity, squanders trust and credibility. He proposes three things leaders must do; lead, innovate and carry out changes. Being stuck in the status quo will never transform any business.

1.1.1 Strategy Implementation.

Implementing a strategy within an organization like the NSSF in Kenya is not just about putting a plan into action. It is a complex and dynamic process that requires a deep understanding of the internal and external environments. For NSSF, this means aligning their strategic objectives with the socio-economic needs of the Kenyan population, adhering to government policies, and responding to the changing dynamics of the global financial sector.

The interconnected nature of tasks in strategy implementation implies that various departments within NSSF must work synergistically. For example, the IT department might need to collaborate with the customer service and finance departments to implement a digital transformation strategy aimed at improving customer experience and operational efficiency.

Furthermore, as noted by Kelly & Perkins (2023), turning strategy into executable actions involves various management procedures. This includes setting clear goals, allocating resources efficiently, and establishing robust monitoring mechanisms. The performance of NSSF in implementing these strategies can be assessed by examining key performance indicators such as fund growth, customer satisfaction, and operational efficiency.

Miller (2020) emphasizes the need for continuous monitoring, evaluation, and adaptation of strategic efforts. For NSSF, this could involve regular analysis of investment decisions, assessing the impact of social security policies on the Kenyan populace, and adapting to changes in the economic environment. This continuous process ensures that the strategies remain relevant and effective in achieving the fund's objectives.

In summary, the assessment of strategy implementation on the performance of NSSF in Kenya must consider the organization's ability to integrate and execute various strategic tasks cohesively, adapt to changes, and meet both the socio-economic needs of the beneficiaries and the organizational goals. This assessment is critical in ensuring that NSSF remains a vital and efficient institution in providing social security services in Kenya.

1.1.2 Organization performance.

The performance of an organization is indeed a multifaceted concept, measured by its ability to fulfill its intended purpose (Valmohammad & Servati, 2011). This encompasses a broad range of criteria, each of which contributes uniquely to the overall effectiveness of the organization. For instance, response time is a critical indicator of how swiftly an organization can adapt to market changes or customer demands (Johnson, 2015). Adaptability, similarly, is essential for modifying strategies and operations in response to external forces (Smith & Taylor, 2016).

Cost-cutting, another significant performance criterion, involves reducing expenses efficiently without compromising the quality of outputs, which is crucial for the financial sustainability of any organization (O'Neill, 2017). Productivity, which indicates the efficiency of resource utilization, goes beyond mere output quantity, incorporating output quality as well (Hansen & Wernerfelt, 2012). Asset utilization efficiency, concerning the effective use of physical, financial, and human resources, is also a key performance metric (Goldberg & Davis, 2013).

Dependability, encompassing the reliability and consistency of an organization's outputs, is critical in building trust among stakeholders, including customers, employees, and investors (Lee & Miller, 2018). According to Valmohammad & Servati (2011), organization performance focuses on specific actions aligned with the organization's strategic objectives, and these actions are measurable through various performance indicators.

The outcomes of these strategic actions are the observable features that constitute organization performance (Valmohammad & Servati, 2011). These outcomes can be quantitative, such as sales figures or market share (Kaplan & Norton, 1996), or qualitative, like customer loyalty and employee satisfaction (Barney, 2011). These metrics provide a comprehensive understanding of an organization's effectiveness in achieving its strategic goals.

In summary, organization performance is a complex and multi-dimensional concept, encompassing various criteria and actions aimed at fulfilling an organization's purpose. The assessment of this performance involves both quantitative and qualitative measures, offering a holistic view of an organization's success in achieving its objectives (Valmohammad & Servati, 2011; Kaplan & Norton, 1996).

1.1.3 National Social Security Fund, Kenya.

More often, in Kenya strategies are well and splendidly figured, however ineffectually executed by the public authority or its agencies leading to poor performance. This prompts the disappointment of public strategies to accomplish their envisaged objectives and eventually frustrates the issues for which they were planned. National Social Security Fund was introduced in 1966 by an Act of parliament number 258. It started with only 252,107 memberships drawn from 3713 employers. The Fund was a department under the Ministry of Labor until 1989 when it became an autonomous government corporation running its operations with no support from the government. The goal and objective of the National Social Security Fund were to provide basic social security to all Kenyans according to (Maina, 2014). However, that has not been achieved. In the year 2013, a raft of rules was proposed by enactment of NSSF Act number 45 of 2013 by parliament to broaden coverage and increase individual saving to offer members higher benefits to conform to the economic monetary policy and address the initial objective of the Fund. (Maina, 2014), envisioned the possibility of the Fund to be converted into a pension and insurance scheme as opposed to the then prevailing Provident Fund scheme.

While commenting on the closure of 2016-2019 and ushering in the 2019-2022 National Social Security Fund medium term strategic plan, (Ogongi, 2012), said that the National Social Security Fund strategic plan was in line with Kenya vision 2030. The objective was to focus on business growth, aggressively increase membership and eventually contribute to the national agenda. In the past 10-15 years entrepreneurship and entrepreneurial thinking grew from the preserve of a few unique and gifted individuals, to an essential ingredient of solving some of the world's greatest challenges in ways at an unimaginable scale. In his state of the nation address in the year 2020, Uhuru Kenyatta said that the number of licensed MSME in Kenya as at 2016, were approximately 1.5 million with a regular work force of about 15 million exclusive of big public and private public companies. NSSF by the year 2020, had dimly increased registration of employers to 75,000 and membership of 2.5million leaving a huge number of businesses and workers unregistered and without financial security upon retirement.

(Ogongi, 2012) observes that National Social Security Pension Trust Bill had received overwhelming government support, trade unions, Federation of Kenya Employers and other key stakeholders. However, a few operators of private pension schemes expressed reservation and needed to be persuaded to support this noble cause. He lamented the hardship the retired members go through with the prevailing system of a lump sum benefits payment.

1.2 Statement of the problem.

Poverty in old age is a social disgrace; it causes perpetual suffering and it cannot be reversed as individual energy and ideology keep on diminishing (Kao, 2010). The families they have passionately worked to provide for during their active life are often not available to assist. This creates an irreversible financial destitution. NSSF Act number 258 of 1965 and Act number 45 of 2013 were meant to dismantle and eradicate poverty for all retiring Kenyan workers.

By the year 1967, the Fund had registered 252,107 members from 3713 cumulative employers with an aim of increasing membership as employer registration increased. NSSF was a firmly established department under the ministry of Labor by 1989 when it was translated to an independent government corporation. National Social Security Fund has since undergone a remarkable transition in pursuit of her mandate to be a trusted social security provider to her retiring members as articulated in her vision. One of the most profound changes over time has been the richer understanding of and deeper commitment to sustainability hence a need to focus on growth and retention which in turn will translate to increased membership and enhanced contributions. This will effectively contribute to the vision 2030 agenda of poverty eradication. One of the sustainable development goals (SDG) of the vision 2030 was to combat and eradicate extreme poverty and hunger. The enactment of National Social Security Fund number 45 of 2013 was meant to develop a policy framework to broaden member coverage and ensure none is excluded including individuals in the jua kali sector and small employers.

However, the projected membership growth has not been achieved. Contribution enhancement has also not been achieved either. By the year 2020, NSSF had registered 75,000 employers and about 2.5 million members against about 1.5 million registered medium, small micro- enterprises registered across the 47 counties in Kenya with an approximate work force of about 15 million (Kenyatta, 2020). The ratio of approximate number of businesses registered by NSSF against approximate number of registered businesses by the 47 counties stood at 1:20 or a paltry five percent. The entire 15 million workforces ought to be brought on board to be safeguarded against poverty at their old age. These huge numbers of workers are not covered by NSSF scheme leaving them without any basic social security and vulnerable to financial destitution upon retirement.

That is why as the campaigns for 2022 general elections raged on, every political aspirant proposed to allocate a colossal amount of money to social security.

Similar statutory organizations in Kenya have performed better; National Hospital Insurance Fund was also established in 1966 as a department under the ministry of Health to provide health care to Kenyans. Over the years NHIF has been reviewed to accommodate the changing health care needs of organization and household members. In 1994, NHIF become a government parastatal with its own financial autonomy and by the year 2022, its membership had grown to 15.4 million(Daily, 2023). The membership almost ran parallel with workers in the small and medium enterprise sector.

Implementation of strategies at NSSF has not been optimal. This has affected the number of employers and employees registration, revenue collection, poor service quality and negative public image. The net effect has been and will be human suffering and financial destitution for retiring workers. This is a problem worthy being investigated. It is against this background that the researcher engaged labor and resources to assess strategy implementation process on performance of National Social Security Fund, Kenya.

1.3 Purpose of the study.

The purpose of the study was to assess strategy implementation processes on performance of National Social Security Fund.

1.4 Specific Objectives of the study.

The study was guided by six independent variables from which the following specific objectives were drawn:

- i.) To examine the influence of organization leadership on performance of National Social Security Fund, Kenya.
- ii.) To examine the influence of organization structure on performance of National Social Security Fund, Kenya.
- iii.) To assess the influence of organization culture on performance of National Social Security Fund, Kenya.
- iv.) To investigate the influence of organization communication on performance of National Social Security Fund, Kenya.
- v.) To investigate the influence of organization resources allocation on performance of National Social Security Fund, Kenya.
- vi.) To examine the moderating effect of technology on performance of National Social Security Fund, Kenya

1.5 Hypothesis.

1.5.1 Null hypothesis:

H₀₁ There is no statistically significant influence of organization leadership on performance of National Social Security Fund, Kenya.

H₀₂ There is no statistically significant influence of organization structure on performance of National Social Security Fund, Kenya.

H₀₃ There is no statistically significant influence of organization culture and Performance of National Social Security Fund, Kenya.

H₀₄ There is no statistically significant influence of organization communication on performance of National Social Security Fund, Kenya.

H₀₅ There is no statistically significant influence of organization strategic resources on performance of National Social Security Fund, Kenya.

H₀₆ There is no statistically significant moderating effect of technology on performance of National Social Security Fund, Kenya.

1.6 Justification of the study.

When the study is finally concluded, the finding will be used for the economic policy formulation process in the service sector. It will act as a background for further study for those who may be interested in research on strategy execution across the economic spectrum. The study will be used as reference material to students pursuing post-graduate studies in various high institutions of learning across the globe to identify gaps not addressed by the study and devote some effort to bridge them. It will also provide some important insight information to Mount Kenya University Management on how to successfully execute corporate and business strategies and be able to obtain an optimal competitive advantage in the academic industry. It will serve as an additional source of knowledge in the existing bank of knowledge. It will help the National Social Security Fund beneficiaries to develop confidence in the management of their pension funds. The same will enable the researcher to understand and appreciate the various factors that significantly influence success in strategy implementation and finally, the information was used by the researcher to write a thesis to fulfill a partial requirement for the Degree of Doctor of Philosophy in Business and Management of Mount Kenya University.

1.7 Scope of the study.

The study was conducted at NSSF head quarters where 365 employees served as the study target population. The study embarked on Strategy implementation processes stage from the strategy implementation process that comprise several stages. It starts with environment scanning and forecasting, strategy formulation, strategy implementation and it ends with strategy evaluation and control. The study addressed only one component of strategic management issues that is strategy implementation component only. Strategy implementation has been identified because this is the stage that needs a lot of resource mobilization and deployment and expectations from stake holders are high. According to (Miller, 2020), this stage is characterized by the implementation of plans and strategies, the purpose of which is to achieve the desired goals and

objectives. This is where also, roles and responsibilities are defined for creation of a cohesive team that execute plan, monitor progress and provide necessary support.

The other components that managers need to know in order to appreciate the whole process of strategic management was not given a lot of emphases. In the strategic management process, a raft of factors is taken into consideration. However, in this study, only five factors were considered and are listed as objectives of the study and identified as independent variables in conceptual framework. Independent variables in this study included organization leadership, organization structure, organization culture, and organization communication and organization resources. While dependent variable is the performance of National Social Security Fund. The study was conducted in the service sector where National Social Security Fund has been identified as a target population. The examination was founded on three theories; economic theory for wealth creation which guides its work to the materialistic target to work on one's life. Social Cognitive theory that clarifies an exceptional manner by which people secure and keep up with conduct dependent on an individual encounter. Systems Theory which is the shift in attention from the part to the whole creating inter relationship of components. The study variables are logically interconnected to enhance performance of organizations. It is an honest belief of the researcher that the outcome of this study will be replicated across the service industry in the national and the World economy. The study examined the strategy implementation performance at NSSF for the medium term strategy spanning from 2019 to 2022.

1.8 Limitations of the Study.

Mugenda (2003) defined the study's limits as factors of the research that might have a negative impact on the findings but are out of the researcher's control. The study was conducted in a public company where information is strictly guarded and controlled. Respondents were likely to fear openly expressing their feeling despite the assurance of confidentiality by the researcher. The COVID19 pandemic has led to the introduction of stringent healthy safety measures that were likely to minimize the use of certain data collection tools like questionnaires unless they were sanitized and social distance observed. Work schedules in company operations were also expected to be a major impediment to quality information in all methods of data collection that was identified. The fear of the spread of the threaded COVID 19 is still of great concern although infection rate reported had significantly dropped. This is another factor that denied the researcher quality time with respondents, however mildly. Strict work schedules and constant flow of customers restricted respondents a good time to think through and give rational answers to questionnaires administered.

Another serious limitation of the study was that the researcher examined the strategy implementation stage only. It should be appreciated that antecedent variables such as environmental scanning, forecasting and mission statements were also key to the success of strategy implementation.

1.9 Delimitations.

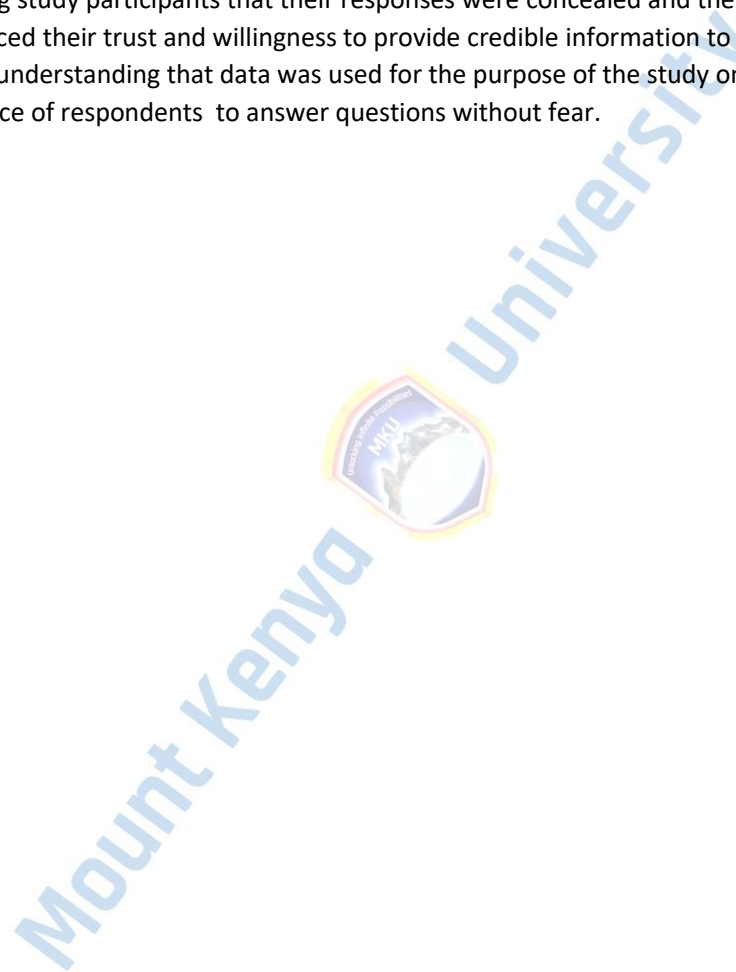
This part of the study attempts to explain why the researcher restricted the study to strategy implementation and rationale of the predictor variables used in the study. Strategy implementation stage needs massive resource mobilization and deployment. Stakeholders interest is high and this calls for strong leadership that can identify individuals and teams with talent and

skills required in the process of strategy execution. The study was conducted at the National Social Security Fund head office, Nairobi Kenya.

The study predictor variables included culture change which is key to drive activities to the right direction while communication and structural alignment is critical to easy decision making and expedite turnaround of processes. These were the main factors that informed the choice the variables used in the study.

1.10 Assumptions of the study.

The assumption of the study was that all participants completed questionnaires honestly and factually. Assuring study participants that their responses were concealed and their confidentiality preserved enhanced their trust and willingness to provide credible information to questions that were asked. The understanding that data was used for the purpose of the study only further instilled confidence of respondents to answer questions without fear.



1.11 Operational definition of key terms.

Strategy: This is product of rigorous planning process.

Strategy implementation: The execution of the programs that have undergone rigorous planning process.

Sustainable: Ability to last for a longer period.

Research philosophy: This idea pertains to how information regarding a phenomena should be obtained, examined, and used.

Organizational Leadership: The ability to persuade others to willingly behave in a different way.

Organizational Structure: lines of command and communication that define how certain organizational activities and projects are carried out.

Culture: These are behaviors, either explicit or implicit, that are learned and communicated via symbols, and they include the manifestations of human collective successes in the form of objects.

Null hypothesis: An assumption that a given phenomenon is not true.

Reliability: This is the random error component of a measurement instrument.

Validity: This is the measuring tool's capacity to capture the intended measurements.

Triangulation: A means of seeking convergence across qualitative and quantitative methods of research design- mixing two research designs.

Organizational strategic resources: Key factors of production owned by an enterprise such as skilled man power, office space, funds and office equipment.

Organizational communication: A way organizations disseminate information to their internal and external customers.

Multicollinearity: This is a statistical concept where several independent variables in a model are correlated, a similarity of variables in a research study.

Unit of analysis: This is an individual that is being looked for to provide information during research

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction.

This chapter examined the theoretical and empirical review of the study where variables highlighted in the objectives of the study were discussed. A conceptual framework was drawn to show the relationship between independent and dependent variables and finally the researcher came up with literature recap.

2.1 Theoretical review.

Muturi & Njeru (2019) defines a theory as a system that explains a phenomenon by identifying constructs and the laws that interrelate these constructs with one another. Theories help us to come up with an adequate explanation of what is known in the field. This research identified three strategic management theories that assisted the reader to appreciate the rationale behind this study. An economic theory of wealth creation, social cognitive theory, and systems theory were the ones that guided this study. The economic theory of wealth creation focuses on how wealth is generated within an economy, relevant to strategic management for understanding value creation in organizations (Porter, 1985). Social cognitive theory, developed by Bandura (1986), emphasizes observational learning and modeling in behavior, which is pertinent in understanding organizational behavior and decision-making. Lastly, systems theory, as described by von Bertalanffy (1968), views organizations as complex systems, essential for comprehending the interrelations and interdependencies within an organization in strategic management. Let us now look at each of these theories and see their contribution and relevance to this study.

2.1.1 Economic Theory of Wealth Creation.

The economic theory of wealth creation asserts that the accumulation of resources and the generation of value by individuals, businesses, and nations are pivotal for understanding economic growth and development (Smith, 1776). This theory, as articulated by Adam Smith in his seminal work "The Wealth of Nations" published in 1776, underscores the significance of productive activities and the efficient allocation of resources in fostering prosperity and enhancing living standards. According to Smith (1776), the division of labor, specialization, and free market mechanisms are key drivers that enable societies to harness their productive potential and generate wealth. Additionally, Smith (1776) argues that the pursuit of self-interest within a competitive market framework can lead to positive outcomes for society as a whole, as individuals strive to innovate, produce goods and services efficiently, and respond to consumer demands. Therefore, the economic theory of wealth creation highlights the importance of fostering an environment conducive to entrepreneurship, investment, and market exchange to promote economic prosperity and societal well-being.

The National Social Security Fund (NSSF) in Kenya plays a pivotal role in the economic stability and security of its citizens by providing social security services to the working population. As with any large organization, the successful implementation of strategic initiatives is crucial to fulfilling its mandate effectively. In this context, understanding the relationship between strategy implementation processes and organizational performance is vital. This essay explores this relationship through the lens of the Economic Theory of Wealth Creation, positing that a rigorous,

theory-informed approach to strategy implementation can significantly enhance the NSSF's performance and, by extension, contribute to national wealth creation.

Despite the fact that it was first conceived of by the Scottish economist Adam Smith in 1776, the idea of wealth creation continues to be an essential component of contemporary economic thinking. The ideas that Smith provided, which were detailed in his landmark book "The Wealth of Nations," have had a significant impact on the way that we comprehend the functions of the economy and the concept of entrepreneurship. According to this idea, money is generated via entrepreneurial endeavors that are centered on the fulfillment of society needs through the supply of commodities, services, and job opportunities. These entrepreneurial actions, which are largely motivated by self-interest and the desire of profit, accidentally lead to larger society advantages such as greater employment possibilities, innovation, and overall economic development (Buchholz, 1999). This is the most important point that Smith makes in his thesis.

The economic theory of wealth creation is based on the idea that wealth is created by effectively allocating and using resources in order to produce commodities and services that have value in the market. This principle is the foundation of the theory. In order to drive economic development and improve living standards, this theory places an emphasis on the significance of productivity, innovation, and investment (Smith, 1776; Marshall, 1890). The development of wealth in the framework of the National Social Security Fund, (NSSF) entails not only the protection of contributions but also the strategic investment of these money in ways that provide considerable returns. This helps to ensure the fund's continued viability over the long term and also increases the wealth of the fund's members.

The concept of self-interest as the driving force behind economic activity is the foundation upon which Adam Smith's view on the production of wealth depends. In the process of achieving their own personal prosperity, he contended that people unintentionally contribute to the broader economic development and success of a society without even realizing it. According to Smith, this process results in the development of commodities, services, employment, and ideas, so translating efforts that are self-directed into larger social and economic advantages. Based on Heilbroner and Milberg (2012), this concept has played a significant role in the formation of the economic landscape in nations such as the United States of America, Europe, and Japan. These countries have seen unprecedented levels of wealth creation as a result of entrepreneurial activity.

According to Smith's perspective, the success of an entrepreneur is not just about personal wealth but also about making a positive contribution from a societal standpoint. As a result of their efforts to fulfill unfulfilled need or enhance pre-existing solutions, entrepreneurs ultimately discover that they have created value that goes beyond their own personal goals. This process of creating value is essential to the expansion and development of the economy since it results in the production of new jobs, greater innovation, and higher productivity. Entrepreneurs play a crucial role in the advancement of the economy because they are able to connect their own self-interest with the requirements of the market. In addition to fostering a dynamic corporate climate, their endeavors result in the creation of new goods and services, which in turn boosts competitiveness. As Smith elucidates, the process of wealth creation via entrepreneurial endeavors highlights the symbiotic link that exists between individual desires and the welfare of society (Schumpeter, 2018).

The ability to properly execute their ideas requires entrepreneurs to have leadership that is both focused and effective. For the purpose of inspiring teams and directing efforts toward the accomplishment of organizational objectives, this leadership is absolutely necessary. According to Armstrong (2014), communication is an essential component of this process, as it assists in the coordination of work and contributes to the alignment of team members with the goals of the

business. Providing effective leadership in the realm of entrepreneurship requires not only the establishment of a vision and a course of action, but also the cultivation of an atmosphere that is conducive to the growth of creativity and invention. Leaders need to be skilled in the management of a wide variety of abilities, the ability to motivate their people, and the ability to navigate the complexity of the corporate environment. The leaders of a company may increase the likelihood of their entrepreneurial ventures being successful by encouraging open communication. This allows them to guarantee that the efforts of their team are coherent and aligned with the strategic objectives of the firm, which in turn increases the odds of success.

One of the most important factors that determines the success of business endeavors is the organizational structure at play. It helps in the process of making decisions, contributes to the effective management and coordination of operations, and has the potential to eliminate delays in the delivery of services. The size of an organization and the activities it performs are often the factors that define its structure. In order to promote clear communication channels, clarify duties, and build a foundation for operational efficiency, effective organizational structures are necessary. Scalability and flexibility are both made possible by a framework that has been thoughtfully developed to accommodate the ever-evolving requirements of a developing firm. In addition to ensuring that resources are used efficiently, it also guarantees that all aspects of the organization are working together in harmony to achieve the same objectives. One of the most important factors in successfully managing market problems and making the most of opportunities is having the appropriate organizational structure (Daft, 2016). This is especially true in entrepreneurial settings, where agility and the ability to make decisions quickly are important.

In the process of entrepreneurship, the allocation and usage of resources are, without a doubt, quite important. Business owners have a responsibility to prudently manage their resources in order to meet their operating expenses, make investments in research and development, and seek chances for growth. To effectively handle this situation, it is necessary to strike a delicate balance between short-term expenditures and long-term investments. In order to effectively allocate resources, it is necessary to prioritize not only the effective exploitation of financial capital but also the optimum usage of human resources, technological resources, and time. It is important for company owners to give priority to investments that provide the best profits while also ensuring the long-term viability of their companies. The venture's development trajectory and competitiveness may be strongly influenced by strategic choices about resource allocation, which can have a considerable effect. In order to minimize risks, maximize profits, and guarantee the long-term success of an entrepreneurial activity, it is beneficial to take a prudent approach to resource management (Drucker, 2014).

The culture of an organization is, without a doubt, an essential component of successful entrepreneurship. The connection that exists between members of a team and their supervisors, as well as the interactions that the business has with its customers and suppliers, are all defined by the culture of the firm. It is possible for a culture that is upbeat and encouraging to increase the efficiency of a team, strengthen connections with customers, and ultimately lead to improved overall performance. Within an organization, the values, beliefs, and standards that affect the behavior and practices of its members are collectively referred to as the culture. Worker interactions, decision-making, and problem-solving are all impacted as a result of this factor. Employees are more likely to have a feeling of identification and belonging when they are part of a culture that is robust and coherent. This phenomenon may result in greater motivation, loyalty, and productivity. Furthermore, a healthy corporate culture is often reflected in the quality of customer service and the strength of connections with external stakeholders. This is because there is a correlation between the two. According to Schein (2010), it is necessary for entrepreneurs to

construct and maintain a healthy corporate culture in order to create an atmosphere that is favorable to creativity, cooperation, and sustainable development.

To begin the process of aligning the National Social Security Fund (NSSF) strategy execution process with the Economic Theory of Wealth Creation, the first step is to make certain that all strategic initiatives with the goal of improving the fund's productivity and efficiency are created. To do this, it is necessary to make investments in technology in order to simplify operations, enhance member services, and save operating expenses. For instance, the use of sophisticated data analytics may be of assistance in locating investment possibilities that provide the highest returns on investment (ROI), which in turn directly contributes to the development of wealth (Porter, 2015).

The economic theory of wealth creation places a significant emphasis on the efficient distribution of resources as a central premise. NSSF is required to engage in precise financial management and strategic investment planning in order to accomplish this. According to Markowitz (2012), it is recommended that resources be directed to sectors that have the best potential for development and return, such as real estate, stocks, and government securities. However, it is also important to maintain a balanced portfolio in order to help manage risks. The National Social Security Fund (NSSF) is able to fulfill its duties to its members and contribute to economic progress when it executes resource optimization in an efficient manner.

In order to create wealth, it is not enough to just achieve short-term advantages; long-term sustainability is also essential. Sustainable initiatives that offer long-term advantages for the economy, such as green energy projects, infrastructure development, and social businesses, are the kinds of projects that the National Social Security Fund (NSSF) needs to invest in. The larger aims of economic theory addressing sustainable development are aligned with the objectives of these investments, which not only result in financial returns but also contribute to the social and environmental well-being of the nation (Schumpeter, 2012).

In conclusion, the economic theory of wealth creation, as proposed by Adam Smith, underscores the importance of entrepreneurship in economic development. Entrepreneurs create wealth not only for themselves but for society at large by identifying and fulfilling societal needs. Effective leadership, organizational structure, resource management, and a positive culture are essential components for the success of entrepreneurial ventures. This principle of wealth creation remains relevant across the global economic spectrum, serving as a fundamental objective for businesses ranging from large corporations to sole proprietorships. To achieve optimal wealth creation, strategic implementation and management of these factors are critical.

2.1.2 Social Cognitive Theory

Social Cognitive Theory, proposed by Albert Bandura, provides a comprehensive framework for understanding human behavior by highlighting the intricate interplay between cognitive processes, behavior, and environmental influences (Bandura, 1986). This theory posits that individuals learn not only through direct experiences but also by observing the actions of others and the consequences of those actions. According to Social Cognitive Theory, people's beliefs about their own abilities, known as self-efficacy beliefs, play a crucial role in determining the behaviors they engage in and their persistence in the face of challenges. Additionally, Bandura's theory emphasizes the importance of social modeling, where individuals learn from observing others, especially role models or significant figures in their social environment. By integrating cognitive, behavioral, and environmental factors, Social Cognitive Theory provides valuable insights into how individuals acquire new skills, adopt certain behaviors, and adapt to their surroundings.

The National Social Security Fund (NSSF) in Kenya is a critical institution tasked with securing the future of the Kenyan workforce through savings, investments, and benefits distribution. Effective strategy implementation within such organizations is paramount to their success and sustainability. The Social Cognitive Theory (SCT), which emphasizes the interplay between individual behaviors, environmental factors, and personal cognitions (Bandura, 1986), provides a robust framework for understanding and enhancing organizational performance through strategic implementation. This essay explores the application of SCT in the NSSF's strategy implementation processes and its implications for organizational performance.

Over the course of many decades, the Social Cognitive Theory (SCT), which was first thought of by Albert Bandura in the year 1960, has seen a substantial amount of development. Prior to the year 1986, this hypothesis was first thought of as the Social Learning Hypothesis; however, by that time, it had evolved into a social psychology theory that included a larger variety of ideas. "This development is a reflection of the growth in our knowledge of the complexities of learning and behavior in social environments," Bandura (1986) makes clear. "This development is a reflection of the growth in our knowledge."

Bandura put a large amount of emphasis on the concept of learning via observation and imitation from the very beginning of his academic career. The well-known Bobo doll experiment that was conducted by Bandura in 1961 was an important step in the process of building the framework for the creation of social contract theory (Bandura, 1961). The results of this experiment indicated that children are capable of mimicking hostile acts that they have seen in adults. This experiment gave insight on the function that modeling plays in the learning process, which is a fundamental notion in second-order cognitive theory (SCT). Through the course of the trial, this theory was brought to light. Throughout the course of his career, Bandura contributed to the expansion of the scope of his theory by including a larger number of cognitive and environmental components into its framework. The pinnacle of this progress was the renaming of the theory in 1986 to reflect the enlarged application of the theory (Bandura, 1986). This was the culmination of this transformation.

The social cognition theory (SCT) asserts, in its most basic version, that learning occurs within a social setting and may take place merely by observation or teaching, without the need for direct reinforcement. This is the most basic form of the theory. This particular type of SCT is the most basic one. The social cognition theory (SCT) is comprised of a number of key components, some of which include learning via observation, imitation, and modeling. In the course of his study, Bandura placed a considerable amount of emphasis on the part that cognitive processes play in the encoding of information as well as in the interpretation of the reality that is all around us. In his book "Bandura, 1986," he argued that the learning process is dependent on three factors: attention, memory, and motivation. He made this assertion during the course of the chapter.

The Social Cognitive Theory (SCT), which provides a framework for this information, makes it feasible to get an understanding of how people learn and continue to sustain certain behaviors. It should be emphasized that the formation of an individual's actions is driven not only by the individual's own personal experiences, but also by the impressions that other people have about that individual. The personal opinion that an individual has the ability to achieve success in certain circumstances is what is meant by the term "self-efficacy." Bandura is credited with being the first person to present the concept of self-efficacy, which may be described as the personal belief that it is. According to Bandura (2017), it is essential to have a knowledge of this idea in order to comprehend how the decisions that individuals make, the amount of effort that they put forth, and the amount of persistence that these individuals exhibit are all influenced by their views of their capabilities.

In accordance with what Adem and Saffer (2022) have indicated, the relevance of SCT in the process of inspiring entrepreneurs has been recognized within the context of the process. To establish a mentality that supports hard effort and resilience, entrepreneurs have the chance to learn from both their own experiences and those of others when they embrace the principles of SCT. This allows them to learn from both their own experiences and those of others. The adoption of this frame of mind is an essential need for everyone who want to free themselves from the shackles of poverty and the unhappiness that comes with inadequate financial resources.

Regarding the activities that are carried out within the realm of human resource management, the SCT is a very important component that is absolutely necessary. There are techniques for recruiting and choosing individuals that are included in these procedures. It would be beneficial to have this knowledge when it comes to the process of putting up teams that are capable of carrying out company strategies in an efficient manner. Bandura (1986) states that management has the power to choose individuals who not only possess the requisite competences, but also possess the learning and adaptability attributes that are needed for the success of the firm. This was said in the context of the organization's potential to be successful. This is only possible via a grasp of SCT, which is the only way to succeed.

Within the framework of the National Social Security Fund (NSSF), the approach of observational learning has the potential to be used in order to enhance the execution of strategies. When leaders and managers exhibit behaviors that are coherent with the strategic objectives of the company, employees are more likely to mimic similar behaviors from their leaders and managers after seeing such behaviors modeled by their leaders and managers. As an example, if the top management demonstrates a commitment to transparency, efficiency, and delivering service that is focused on the requirements of members, it is highly likely that the rest of the staff will adopt practices that are comparable to those that are shown by the top management. Furthermore, according to Bandura (1986), the adoption of mentoring programs, in which workers with more expertise give assistance to workers with less experience, may make it possible for the transfer of strategic objectives and organizational values.

The SCT lays a significant amount of attention on the effect that environmental variables have on behavior from a behavioral perspective. In the context of the National Social Security Fund (NSSF), this entails the establishment of a working environment that is favorable to the accomplishment of strategic goals. It may be essential to restructure physical areas in order to encourage collaboration, to make use of technology in order to increase communication, and to design laws that promote a healthy balance between one's home life and one's professional life in order to accomplish this goal. Through the process of aligning the environment with strategic objectives, the National Social Security Fund (NSSF) is able to build a culture that is supportive of its implementation.

Self-efficacy, which is sometimes referred to as the belief that one is capable of achieving certain objectives, is an essential component of situational competence theory (SCT) and plays a significant role in the process of strategy execution. Increasing the self-efficacy of workers may be done by the implementation of particular training programs, the setting of well-defined objectives, and the provision of continuous and constructive feedback. These are all ways that can be used. It is feasible for the National Social Security Fund (NSSF) to increase overall performance by empowering workers by engaging them in decision-making processes and celebrating their accomplishments. This includes recognizing their contributions to the organization. It is possible that this will boost the sense of confidence that workers have in their ability to contribute to the achievement of strategic goals.

The concept of reciprocal determinism, which is a component of SCT, places an emphasis on the role of feedback mechanisms in the process of strategy execution. Using this notion, one may define a dynamic cycle that involves the interaction of personal characteristics, behavior, and the environment with one another. The National Social Security Fund (NSSF) acknowledges the need of establishing a continuous feedback loop that provides employees with the opportunity to voice their opinions and get feedback on how well they are doing in respect to the organization's strategic objectives. In addition to aiding in the modification of strategies based on the realities of the ground, this also aids in aligning the actions and attitudes of workers with the aims of the organization. This is a significant benefit.

Additionally, the SCT has an effect on the decision-making process that takes place in the business environment. When managers make use of the principles of SCT, they are able to more effectively deploy resources and put into action choices that contribute to the development of the firm. This increases the likelihood that the organization will experience growth. After acquiring this information, it is feasible that training programs will become more successful, and it is also likely that the workforce will become more adaptive (Bandura, 1997). The personnel have a variety of options available to them in order to learn and adapt to the changes that are occurring.

A complete framework for analyzing human learning and behavior in the context of social interactions is provided by Social Cognitive Theory, as stated in conclusion. The variety of applications for this concept includes anything from strategic corporate management to personal growth. It is a helpful tool for analyzing and influencing human behavior since the theory places a strong focus on cognitive processes, self-efficacy, and observational learning.

2.1.3 Systems Theory

Systems Theory, which finds its roots in the pioneering work of biologist Ludwig von Bertalanffy, provides a comprehensive lens through which complex phenomena can be understood. This theoretical framework emphasizes the interconnectedness and interdependence of various components within a system, highlighting the dynamic interactions that shape its behavior and functioning (von Bertalanffy, 1968). By examining systems as wholes rather than mere collections of individual parts, Systems Theory enables researchers to analyze the emergent properties that arise from the relationships between elements, thus offering valuable insights into the organization, behavior, and evolution of diverse systems across various domains, including biology, sociology, and management.

The National Social Security Fund (NSSF) in Kenya is integral to the nation's socio-economic fabric, providing critical social security services to its members. The effectiveness of NSSF's strategy implementation is crucial to its ability to meet its objectives and serve its stakeholders efficiently. Systems Theory, with its emphasis on the interconnectedness of all parts of an organization, provides a valuable lens through which to examine and improve NSSF's strategic processes. This essay will delve into the application of Systems Theory to the strategy implementation at NSSF, highlighting its potential to enhance organizational performance.

It is generally agreed that Ludwig Von Bertalanffy was the one who initiated the development of systems theory in Germany in the year 1930. This concept evolved around the same time as Alfred North Whitehead's related theory of organism, which was also conceived at the same time both of these ideas were in the process of being developed. This was a considerable departure from the viewpoints that had been held in the past about knowledge and comprehension, which were reminiscent of the notions that were proposed by the Greek philosopher Aristotle. The acquisition of true knowledge, in Aristotle's view, is accomplished by having a comprehension of the whole, as opposed to only having a grasp of the components that make up the whole. Von Bertalanffy (1972)

claims that this holistic approach is increasingly being acknowledged as an essential component in the efficient execution of strategy in a variety of sectors, including business and organizational management. He says this recognition is particularly prevalent in the United States.

The multidisciplinary approach that systems theory takes to understanding systems in the natural world, in society, and in the scientific world is the foundation upon which our knowledge of systems is built. The cornerstone of our understanding of systems is included inside this strategy. Consequently, it offers a framework for seeing phenomena from a holistic viewpoint, which acknowledges the connectivity and interaction of components that are present inside a system. This is accomplished by providing a framework. This viewpoint is exposed to examination in works such as Baldan's (2008) investigation of systemic interactions. It is difficult to exaggerate the relevance of this perspective when it comes to comprehending complex systems, and it is investigated in these works.

The transition from concentrating on individual components to focusing on the whole, which is often referred to as systems thinking, has resulted in a change in our understanding of the interrelationships that exist within systems. This change took place as a consequence of the evolution of systems thinking. The modification of our knowledge of the interrelationships that exist throughout systems has been brought about by this change. This approach has gained a lot of traction and is gaining more and more popularity in the business sector, where it is especially useful for generating a concept of how the many divisions of a company might be connected in order to achieve the same organizational objectives of the company. In accordance with Checkland (1999), it has been shown that systems thinking is more efficient than conventional models of organizational management, which are composed of a number of distinct components. When it comes to the administration of organizations, the discipline of systems thinking encourages an approach that is more consistent and comprehensive.

By applying systems theory to the context of organizational performance, it becomes much easier to appreciate the ways in which the numerous study variables are related to one another. Systems theory takes into account the interrelationships that exist between the variables, which is why this is the case. For instance, the capacity to conduct leadership is definitely essential for any organization; but, it must be supported by structures that are well-designed and that enable good communication and decision-making. This is just one example. If a firm want to carry out its plans in an appropriate manner, it is of the utmost importance that this integration take place. It is extremely necessary for the success of the implementation. Regarding the significance of understanding organizations as cohesive systems, Senge places a large amount of emphasis in his work that was published in the year 1990. It is necessary for the many components of such a system, including the culture, the structure, and the resources, to be aligned in order to bring about the achievement of strategic objectives.

Within the context of the value chain of strategy execution, it is of the utmost importance to possess an organizational culture that is not only welcoming but also adaptable. It is possible to establish a connection between culture and the method in which employees within a company interact with one another, the manner in which decisions are taken, and the manner in which plans are carried out. For the purpose of ensuring that the strategies are not only put into effect but also maintained over time, it is of the utmost importance that the culture of the organization be linked with the strategic aims. This is carried out with the intention of ensuring that the plans are, in fact, put into action. Schein (2010) asserts that a significant amount of research has been conducted on the subject of the influence that organizational culture has on the efficiency with which strategy is implemented.

In addition, systems theory encompasses the distribution of resources that are accessible to users, which is still another essential component. It is of the utmost importance to possess sufficient resources, whether they be financial, human, or technical, in order to provide assistance for the many aspects of the process of putting the plan into effect. The provision of this help is impossible in the absence of enough finances. The efficient distribution of these resources ensures that every single component of the organization has access to the resources that it requires in order to make a contribution to the overall plan. This is accomplished by ensuring that the aforementioned resources are effectively allocated. A presentation is given by Mintzberg (1989) that includes a discussion on the function that resource allocation plays in the management of strategic organizations. In the context of the accomplishment of strategic goals, he makes the observation that the efficient distribution of resources is one of the most essential variables that must be considered.

The process of applying Systems Theory to the implementation of the National Science Foundation's strategy begins with the adoption of a holistic approach to strategy design. This is the first step of the process. It is vital to take into consideration the internal dynamics of the fund, which include its culture, capacities, and structure, in addition to the external factors, which include changes in legislation, trends in the market, and socio-economic conditions. This is required in order to accomplish this goal. If the National Social Security Fund (NSSF) recognizes these components as components of an interconnected system, it will be able to identify strategies that are more resilient, adaptable, and in accordance with its overall aim. This will allow the NSSF to design strategies that are more in keeping with its overall objective.

The discipline of systems theory places a strong emphasis on the role of feedback loops in the process of maintaining the flexibility and stability of complex systems. When it comes to the National Social Security Fund (NSSF), the construction of effective feedback mechanisms may offer the organization with the opportunity to analyze its performance, gather insights from both internal and external settings, and adapt its strategy accordingly. In order to ensure that strategy activities continue to be relevant and effective in spite of the fact that conditions are constantly changing, it may be necessary to undertake periodic stakeholder surveys, execute performance analytics, and carry out environmental scanning.

It is clear that there is a need for improved cooperation across the several departments that comprise the National Social Security Fund (NSSF), as the interconnected structure of systems brings this reality into focus. It is possible that operating in silos may lead to inefficiencies as well as opportunities that are not taken advantage of. By fostering an environment that encourages communication and collaboration, the National Social Security Fund (NSSF) is able to ensure that the strategy is carried out in a consistent manner and that departments collaborate with one another in order to achieve the objectives of the fund. In order to develop a unified approach to the execution of the strategy, this may include the establishment of cross-functional teams, the deployment of integrated planning methods, and the sharing of performance indicators. All of these things are done in order to achieve the desired consequence.

The theory of systems also suggests that there need to be a balance between the two activities of exploitation and exploration, which are the maintenance of effective operations and the discovery of new possibilities. When it comes to the National Social Security Fund (NSSF), this includes the creation of strategies that not only maximize the procedures and resources that are already in place, but also invest in the opportunities for innovation and growth that are available. This dual focus may be of assistance to the National Social Security Fund in ensuring that it is functioning at an extraordinary level while also ensuring that it is continuously upgrading the services and offerings that it continues to provide.

In conclusion, systems theory provides a complete framework that may be used for the purpose of comprehending and enhancing institutional performance. Systems theory assists in the formulation of more effective strategies and the successful execution of those strategies by concentrating on the linkages that exist between the many components of an organization, such as leadership, culture, structure, and resources. This all-encompassing strategy is very necessary for firms that are striving to accomplish their goals in a world that is becoming more complicated and interconnected.

2.2 Empirical review

2.2.1 Organization leadership and performance.

Leadership is defined as the capacity to inspire other people to alter their behavior willingly and to serve as agents of change. This ability is what is meant by the term: leadership. Saleemi (2013) illustrates the notion of leadership by using the example of a soccer coach. This is done in order to accentuate the topic that he is discussing. His definition of leadership is the capacity of a manager to instill confidence and excitement in subordinates, as well as the ability to motivate or inspire themselves. During times of transition, it is not suitable for deputy leaders to assume that they have a grasp of the strategies that were deployed by the leader who is leaving their position. 2011 Salemi Research. While the article by Kinoti (2015) stresses the temporal character of leadership, the piece by Nyaga (2015) underscores the need of noticing important milestones for new leaders. Both of these articles were published in 2015. In order to guarantee that transitions are carried out without any problems, it is necessary to record organizational structures in great detail (Kinoti, 2015).

In order to effectively manage change, leaders need to make informed decisions about who they will collaborate with and maintain appropriate information control. (2016) According to Albaum. It is essential for leaders to emphasize the importance of establishing trust, confidence, and values, and they should not be afraid to empower people (Meem & Guttel, 2020). Egocentrism is something that leaders should avoid, and they should also pay attention to warnings about frequent failures, such as shifting their focus, having bad communication, avoiding risks, making ethical mistakes, having poor self-management, and losing their enthusiasm. Specifically, Martinich and Garzoni (2023) and Morris (2012). There is a correlation between emotional intelligence and effective leadership, which is defined as the ability to comprehend and control one's own emotions as well as the sentiments of others. The year 2016 (Armstrong).

There are three distinct forms of leadership that are identified by Sherlekar (2017): authoritarian, democratic, and laissez-faire. When it comes to integrating ideas, the democratic method is more encouraged, while the autocratic style places more emphasis on adhering to tight rules. While Topping (2012) places a strong emphasis on the significance of having a positive mentality and being optimistic, Oakland (2014) makes the observation that excellent leadership is essential to the achievement of operational excellence.

In their 2009 article, Heifetz and colleagues presented the idea of adaptive leadership, which places an emphasis on the ability of leaders to navigate and adapt to settings that are constantly changing. Within the context of the modern global economy, which is characterized by fast change and unpredictability, this approach has become more significant. One of the primary goals of adaptive leadership is to steer businesses through difficult changes and to solve difficulties that are systemic in nature.

In the realm of leadership, the importance of cultural awareness is underscored by research such as the GLOBE study (Guthey & Jackson, 2011). As a result of the results of this research, it is clear that successful leadership styles differ from culture to culture. It is necessary for leaders on a global scale to be able to successfully handle these differences at all times. In today's interconnected world, it is essential for leaders to have a deep understanding of and appreciation for the complexities of various cultures. This is because leaders often oversee teams that are made of individuals from a variety of nations.

The concept of sustainable leadership was first presented by Avery and Bergsteiner (2010). This concept revolves on the incorporation of concepts related to sustainability into leadership practices. The notion of sustainable leadership, which is characterized by ethical decision-making, long-term strategic thinking, and a devotion to social and environmental duties, is a reflection of a trend toward leadership methods that are more conscientious and focused on the future. This tendency is represented in the concept of sustainable leadership.

In his explanation, Petry (2016) states that the emergence of digital leadership is evidence of the impact that digitization has had on leadership. The capacity to utilize technology for strategic purposes is not the only need for effective leadership in the digital age; one must also possess the skills necessary for digital communication and have an understanding of the impact that digital transformation has on the culture of an organization.

Recent research by Silva, Duarte, and Oliveira (2023) expands on the exploration of authentic leadership, particularly focusing on the authenticity of leaders and their connections with followers. Their study, titled "How Does Authentic Leadership Boost Work Engagement? Exploring the Mediating Role of Work Meaningfulness and Work–Family Enrichment," delves into how authentic leadership enhances work engagement through work meaningfulness and work-family enrichment, fostering trust-based relationships that boost employees' dedication and involvement in organizational life. This kind of leadership, characterized by guiding principles of being genuine, behaving ethically, and being honest, helps followers establish trust in the leader and become more involved with the leader. In today's world, where honesty and integrity are held in high esteem, this method continues to gain recognition (Silva et al., 2023).

Recent advancements in leadership theories continue to underscore the importance of leaders who inspire and motivate followers beyond their immediate self-interests. Among these developments, transactional leadership, characterized by a straightforward exchange process between the leader and followers, remains a critical area of focus. Martinez and Leija (2023) provide a systematic review that distinguishes servant leadership from transactional and transformational leadership theories. This differentiation aids stakeholders in human resource development and organizational behavior in making informed decisions about applying leadership theories (Martinez & Leija, 2023). This evolution of leadership theories highlights the dynamic nature of leadership and its adaptation to contemporary organizational needs, contrasting with earlier models that emphasized transactional exchanges for short-term goals.

Goleman (2018) extended on the concept of emotional intelligence in leadership, stating that leaders who are able to recognize and regulate their own emotions, as well as empathize with those around them, are more effective. He also said that leaders who are able to empathize with people around them are more likely to be successful. Over the course of many different industries and cultural situations, this concept has acquired a significant amount of acceptance.

Within the context of Africa, the concept of leadership is often linked to the values of the community as well as the connections that exist between individuals. The relevance of Ubuntu, an African philosophy that lays an emphasis on communalism and connectivity, in the construction of

African leadership styles is stressed from the point of view of Nkomo (2011). Ubuntu is distinguished by its focus on interconnection and communalism.

Some of the attributes that Mbigi (2015) identified as being connected with outstanding leadership in Africa include a sense of community, spirituality, and respect for elders and traditions. Mbigi came to this conclusion after doing research on the topic. This approach is somewhat different from Western models, which often put a larger focus on individualism and competition. This is a key distinction between the two philosophies.

According to Louw (2012), there is a growing propensity in the African corporate sector to embrace global leadership practices while yet maintaining a distinctively African identity and value system. This is seen in the context of the African corporate sector. It is possible to see this tendency within the framework of the African business sector. Utilizing the benefits that are provided by both local and global methods is the objective of this synthesis, which aims to capitalize on those positive aspects.

Studies of leadership have shown a unique blend of traditional and modern behavioral patterns, with a special focus on Kenya as the country of study. The authors Ndemo and Maina (2014) emphasize the manner in which Kenyan leaders often incorporate traditional African values while also making use of current leadership theories and practices.

In the complex arena of Kenyan politics, where ethnic affiliations and regional dynamics have historically played a pivotal role in shaping leadership styles, there has been a marked shift towards a more issue-based approach that emphasizes national unity and development. Kanyinga (2013) explores this evolution in the context of land rights and ethnicity, particularly in relation to the post-2007 election violence, in his chapter "The Legacy of the White Highlands: Land Rights, Ethnicity and the Post-2007 Election Violence in Kenya,". This work sheds light on how these historical and socio-political underpinnings have influenced current political strategies and leadership approaches that strive to bridge ethnic divides and focus on collective national progress. This pivot from traditional ethnic politics to a more unified, development-oriented political discourse underscores a significant transformation in the political landscape of Kenya.

Otieno (2018) draws attention to the growing influence that global business practices are having on Kenyan leadership styles specifically in the context of the business sector. The relational and community qualities that are distinctive of African leadership models continue to get a large amount of attention, despite the fact that this is the case.

To summarize, while there are significant differences in leadership styles and practices around the globe, in Africa, and in Kenya, there is a common thread of adapting to change and leading in environments that are complex and dynamic. This is the case even when there are enormous inequalities. The use of both traditional and modern approaches, together with a focus on emotional intelligence, community values, and adaptability, may prove to be advantageous for leaders, irrespective of the culture in which they are employed. Because of this all-encompassing approach, it is possible to have a more nuanced understanding of leadership in a range of different cultural and geographical circumstances.

2.2.2 Organization Structure and performance.

According to Aaker (2015), structure is a term that describes the channels of command and coordination that determine the manner in which activities and initiatives are carried out inside an organization. He goes on to argue that almost every company, including Stanford University, P&C, GE, HP, and BOFA, takes great satisfaction in the fact that it is decentralized. To put it another way,

structures are centered on the centralization and decentralization of operational administration within an organization. According to Martinich (2023), organizational structure is the sum of the ways in which an organization divides its labor into various tasks in order to create coordination among those activities. The fundamental aspect that underpins organizational structures is the ease with which decisions can be made and the responsibilities of staff members can be coordinated. According to Bailey et al. (2015), there is no one kind of organizational structure that is superior to all others. The research is more dynamic; when a firm expands and the environment undergoes changes, it becomes more vital to assess the organizational structure that it has in place. When it comes to the expansion and structure of the department, poor design may sometimes fall short of the expectations of the staff members.

It has been observed by Capon (2015) that the structures that organizations choose to implement are typically aligned with one of the seven generic organizational structures. These structures include the simple structure, the functional structure, the divisional structure, the holding company structure, the matrix structure, the network structure, and the virtual structure, which is a sophisticated matrix structure that is frequently adopted by international service companies. An explanation is provided by the theorist Claire Capon that fundamental and efficient systems often have a single site where significant and long-term decisions are made. In contrast to the centralized hierarchical structure, the divisional, holding company, matrix, network, and virtual structures are all decentralized. This means that divisions, subsidiaries, and project teams have a significant amount of autonomy and decision-making power (Capon, 2015). The ability of managers to handle issues relating to customer needs in real time is facilitated by decentralized structures, which in turn allows for an improvement in service quality and customer satisfaction.

On the other hand, a centralized organization may easily result in consumers being frustrated as they wait for senior management to address their problems (Capon, 2015). Clegg (2013) notes that these companies have generally been characterized by their lofty hierarchical structures, somewhat impenetrable departmental silos, and a large number of regulation regulations. According to Clegg (2013), such organizations do not provide much in the way of incentives, and innovation has had a negative impact. This has a negative impact on the performance of the company, and it may reduce the amount of work that the organization puts forth in order to successfully execute the plan (Clegg, 2011). According to Clegg (2011), the choice of organizational structure that managers should choose is influenced by the idea of contingency. There are many different kinds of difficulties that different kinds of companies face. The way in which a firm handles change and uncertainty may be inferred from the organizational structure of the company (Dubrin et al., 2017).

There is an argument made by Dubrin (2017) that structures have an effect on organizational behavior. In this particular scenario, it would be appropriate to have a centralized organizational structure that is more bureaucratic and stringent. If a government employee were to reject welfare payment to an application who had not satisfied the criterion, for instance, or if a CEO were to lay off one hundred people from the firm, they may be seen as cruel; yet, their job requires them to take severe and harsh measures in order to make an organization viable. Controlling costs, lowering overhead expenses, increasing profits, and improving the value of the company to shareholders are the primary goals of structural design. depending to Surridge and Gillespie (2014), depending on the size of the organization, the environment in which it works, and the personal preference of the owners and top management, a company may adopt any structure that they see appropriate. As far as he is concerned, de-layering refers to the process of removing one or more levels of hierarchy from an organization in order to reap the advantages that come with having fewer layers of hierarchy (Surridge & Gillespie, 2014).

According to Whitehead (2017), organizations are established with the purpose of accomplishing certain goals. A warning is issued by Betts (2014) on the early design of bad organizations, which often results in structural flaws for the organization. According to Capon (2015), the centralized system is chosen because it has a structure that is both simple and functional. On the other hand, decentralized systems need appropriate planning, a defined structural connection, explicit goals, and proper delegation mechanisms. According to Bailey (2015), in order for decentralized structural designs to be successful, they must adhere to the principle of de-layering. Robbins and Judge (2015) believe that organizational structure is the defining characteristic of the formal division, grouping, and coordination of job responsibilities. According to Barrack (2011), it is only natural that structure should follow strategy since the design is a way to attain the purpose. This is the recommendation that Barrack brings forth. The views presented by Robbin and Judge (2015) are improved upon by ACCA (2017), which asserts that lower echelons are created to assist top management in accomplishing their intended strategic objectives.

Brook (2018) makes the observation that the United States of America introduced huge firms first, followed by Europe. It has been suggested by Pitsis et al. (2011) that the expansion of these megacorporations was propelled by the institution of slavery in the plantation economies of the United States and the Caribbean. One of the earliest and most fundamental concepts for the management of a large-scale organization is the institution of subjugation, which is founded on the enslavement of human beings. A significant many of the fundamental ideas that underpin modern management were created under the context of slavery. Utilitarianism is a branch of ethics that supports behaving in ways that are beneficial to the greatest number of people. Jeremy Bentham is sometimes acknowledged as the creator of utilitarianism. The 'panoptical principle' was the name of the reform that he advocated, and he said that effective monitoring was dependent on the architectural structure known as the 'panopticon'. One of the most interesting aspects of this structure was the fact that the individuals who were being observed were unaware that they were being watched, despite the fact that they were aware that they may be under observation at any time. Other management theorists, such as Fredrick W. Taylor, who pushed for work engineering to optimize efficiency, and Henri Fayol, who stressed both work engineering and the training of management for better outcomes, brought attention to the importance of both of these concepts. The individual who advocated for the establishment of bureaucracy, Max Weber, devised a system that has been the preeminent organizational type of administration for a significant portion of the period. In the early days of management theory, Elton Mayo laid the groundwork for what would later become known as the human relations school. Not only did May Parker Follet believe in the need of complete cooperation between workers and management, but she also thought that this was the best way to accomplish social justice. The aspects of leadership and the responsibilities of the executive branch were the ones that most intrigued Chester Barnard. According to Robbins and Judge (2015), in his work titled "the functions of the executive," he makes the argument that management is necessary in order to guarantee both administrative power and employee loyalty.

Robbins and Judge (2015) made the observation that Max Weber was more scientific than any of these other early professors. This is due to the fact that he suggests the most attractive approach for managing and regulating huge enterprises via the use of various bureaucratic structures. On the other hand, a significant number of modern management specialists have a tendency to ignore his bureaucracy thesis. However, they come up with managerial precepts, which were first articulated by Taylor and other individuals. They put these ideas into practice by building routines, which results in the creation of management controls. International Organization for Standardization (ISO) 9000, the European Foundation for Quality Management (EFQM) model, the United States Baldrige Model, and the General Electric six-sigma model are some of the most well-

known examples of the many and varied models of business excellence and quality management that are often used in the corporate world. In order to achieve certain objectives, organizations are established. It is necessary to carry out a series of activities in order to achieve these objectives. The passage of time will result in the formation of a pattern, the establishment of precedents, and the resolution of recurrent issues via the use of tried-and-true approaches that have been shown to be successful. The development of an ordered structure for the organization is the consequence of this set of acts, as stated by Whitehead (2017). This structure includes the assignment of tasks to officials in a pattern that is quite intricate, as well as the establishment of appropriate methods for monitoring and coordination.

2.2.3 Organization Culture and performance.

According to Barrack and Varadarajan (2011), the term "culture" originates from Latin and refers to the act of tilling the soil or the act of ending one's involvement with education, literature, and the arts after retirement. A wide variety of definitions of culture have been proposed by social scientists. The definition that Kazantsev (2020) presented is the one that stands out the most and is well received by the majority of people. Culture, according to their definition, is comprised of behavioral patterns, either explicit or implicit, that are learnt and handed down via symbols. These symbols are what constitute the distinctive achievements of human groups, including the embodiment of these patterns in items. The essence of culture is comprised of traditional ideas, which are often unstated and selected, as well as the values that are linked with those beliefs. On the other hand, cultural systems may be seen as the outcomes of activities or as the variables that shape subsequent actions. According to Capon (2015), the study of culture in society and organizations is a very demanding and complicated endeavor. A number of characteristics, including social structure, religion, language, education, economic standing, and political orientation or philosophy, are elements that he considers as being responsible for the formation of culture. Culture, as defined by Capon (2015), is an upgrade that may be achieved by mental or physical training, intellectual growth, and a certain structure, stage, or kind of intellectual progress or civilization. His conclusion is that the concept of culture is connected to one's mentality or manners. Culture is influenced by a variety of factors, including but not limited to beliefs, attitudes, practices, prevalent values, regulations, and environment inside an institution. According to Oakland (2014), complete organizational excellence will have an effect on the culture of the organization and provide a framework for the organization's vision. This framework will include the organization's guiding principles, essential values, purpose, and mission.

This article by Barrack and Varadarajan (2011) establishes a connection between the exceptional technical and economic progress of Japan and the inherent culture and values of the Japanese population. Scholars of Western management started to investigate the cultural features and individual traits that are present inside their own countries throughout the decade of the 1990s. Their goal was to get an understanding of the nature of the relationship between these factors and organizational practices. Japan was able to achieve unprecedented levels of economic development despite the fact that it lacked natural and energy resources and was hampered by its topography, which consisted of a dense population of over 110 million people living on a hilly island. In addition to having the greatest growth rate in its economy and an incredibly low unemployment rate, it is home to some of the most extensive and successful enterprises in the world. As a result of the damage caused by the Second World War, Japan was able to develop an industrial infrastructure that was unparalleled. Morgan believes that the foundation of this achievement is a collective culture that places a high priority on the hard work, honesty, and cooperation of its members, as well as a great regard for the individuals' spiritual convictions.

In accordance with the findings of Yeshin and Hanaysha (2017), culture comprises a wide range of beliefs that have an impact on ethics, customs, and knowledge. Individuals within a community are influenced in their ideas and actions as a result of the many norms and conventions that are formed as a result of the interaction of these variables. It is observed by Leonidou (2011) that culture has an effect on the attitude, method, and manner in which employees carry out their responsibilities. When compared to Kenya, there is a significant and noticeable contrast between the two countries in terms of their respective cultures. When we look at our newspapers, whether they be printed or electronic, we see that concerns of corruption are at the forefront of the front pages. KTDA scandals in the tea-growing sub-sector, sugar, maize, and coffee farmers scream for low remuneration of their output due to corruption. Egocentrism and corruption are affecting every area of the economy, but agriculture is the sector that is being impacted the most. In recent days, allegations of corruption have been made against a variety of sectors, including the environment, the health sector, the transportation sector, the education sector, the devolved government, and the federal government. As economic crimes and impunity continue to be committed, the warnings made by the government seem to be taken lightly. For the average person, the tax burden is comparable to the tax evasions that are committed by the wealthy. The amounts that the government borrows from outside sources have reached levels that have never been seen before, which poses a risk to the growth of the national economy. Our national culture is the focus of this discussion. According to Capon (2013), culture is acquired at a young age, mostly via the impact of one's family, educational institutions, and religious institutions that are in charge of religious institutions. In his subsequent statement, he asserts that individuals do not identify culture in their day-to-day lives, but they do understand cultural values when they compare them to those of other cultures. It's possible that anything that is considered normal in one culture could be considered strange in another. That cultural norms are hard to alter is something that Capon is quick to point out. As a result, this indicates that, throughout the process of putting the plan into action, cultural concerns have to be carefully addressed in order to reduce the amount of resistance to change that is shown by members of the team. Professor Capon provides an explanation of the present situation that is being seen in every area of the economy in Kenya.

The implementation of preventative measures in Kenya with the intention of preventing leaks of national test results was met with resistance from students throughout the country. As a consequence, incidents of arson in schools were recorded in every region of the country. It was corroborated by Mtiangi and Arege (2017) that the fires that occurred in schools were not accidental but rather arson. This opinion was backed by Mathis and Koláčková (2011), who stated that some instructors were instigating pupils to protest against a new wave of measures that were intended to decrease the amount of exam leaks in the country. Everyone was startled to learn that national schools, who were formerly considered to be intellectual giants, were dwarfed by the result outcome when the test was finally finished and the results were released. Within the educational system, there was a culture of examination leakage that had become deeply ingrained, and many students had the misconception that the only way to pass tests was to cheat. A culture that is backwards, which will have a negative impact on the labor market for a considerable amount of time in terms of the quality of the services provided.

Corruption in Kenya has been felt and reported in every area of the economy, including the energy sector, agriculture, schools, including universities, the national youth service, the national grain and produce board, tourism, and transportation, where the remuneration of standard Garage Railways has been ill-mentioned. It would seem that a culture of impunity and corruption has successfully taken hold over the whole of Kenya's economy. Kenyatta (2014) expressed his

dissatisfaction with the abundance of empirical data demonstrating that corruption is a barrier to growth. He issued a harsh warning that corruption is comparable to cancer in terms of its impact on the economy. This will have a detrimental effect on the efforts that are being made to execute the plan for any public or government project.

According to Zachary (2005), the task of understanding cultural complexity is tremendous and one that we need to embrace. This is because it impacts and permanently affects the work that we perform at every level of our company, whether it be officially or informally. Its influence is experienced and manifested on a daily basis in a variety of ways throughout the whole of the economy. It is possible for management's efforts to accomplish any institutional initiative to be undermined by an inappropriate organizational culture, which will result in growth being strangled. It has been suggested by Armstrong and Kottler (2017) that institutions are responsible for the formation of a cultural environment that influences the fundamental values, perceptions, preferences, and behaviors of a society. There is a widespread belief in African nations that if you do not pay a bribe, you would not be able to get faster and more satisfactory service from official institutions. This action on the part of public institutions has contributed to the formation of the culture of the society, which now holds the belief that the only way to get better service is to pay a bribe. The authors Armstrong and Kottler caution against any cultural attitudes that are ingrained in the past and continue to exist. An open culture is a culture that encourages involvement and transparency among employees, as opposed to a culture that fosters distrust and mistrust among workers, as stated by Drasfield et al. (2015). Open culture is characterized by conditions and interactions inside a company. In a similar vein, Marcouse et al. (2017) contend that the corporate culture of a company has an impact on the attitudes, decision-making, and management style of its employees. Managers make an effort to ensure that their company's culture is aligned correctly. This is due to the fact that they have an impact on the demeanor of the workers with regard to their job and the consumers. An unsatisfactory culture in the workplace may discourage consumers from patronizing the company, which will in turn undercut the organization's main goal.

Companies such as GSCO and IBM are examples of companies that have established a culture that is based on the concepts of diligence and honesty. This culture often places the customer in a position of critical influence when it comes to initiating change and nurturing innovation. The execution of strategy is made easier by this form of authoritative culture, which functions as a powerful force that provides direction, inspiration, and standards. According to Aaker (2015), culture has the potential to be a helpful component if it is aligned with the new organizational structures, procedures, and human resources that are required by an innovative approach. Given the inherent difficulties in shifting cultural norms, Aaker, a theorist in the area of management, places a greater emphasis on the compatibility of a new strategy with an organization's current culture than it does on the alignment of the strategy with other aspects. This viewpoint is supported even further by Brooks (2018), who believes that culture has a considerable impact over a variety of aspects of human behavior, including the cognitive lens through which we comprehend the actions of other people.

2.2.4 Organization communication and performance.

In the book "Basics of Co-Corporate Communication," written by Fombrun and Shanley (2017), the authors assert that communication serves as the fundamental component of all organizations and is the channel via which both big and small businesses have access to the essential resources that are necessary for their operations. Organizations are able to obtain vital resources such as money, raw materials, and labor, as well as generate large stocks, via the process of communication. Additionally, organizations and individual businesses connect with one another via various

methods. There are three primary categories of activities that are associated with communication activity inside firms. These categories include management communication, marketing communication, and organizational communication communications. Management communication is the most basic kind of communication, and it often encompasses activities such as planning, organizing, directing, and managing. As a consequence of this, one of the responsibilities of the manager is to consistently convince each of the subordinates that the objective of the company is certainly something that should be pursued. According to Nyaencha (2014), one of the most significant talents that a manager has to possess in order to get recognition of the organization's objectives is the ability to communicate effectively.

For a significant amount of time, academics in the United States have been focusing their attention on the impact that leadership communication has on the dynamics of organizations, especially with regard to the ways in which it influences employee engagement and performance. The findings of the study that was carried out by Men (2014) are a testimony to the significant influence that good communication from leadership plays in the workplace. According to the results of men, when leaders express their vision and objectives in a clear and concise manner, it not only encourages workers but also assists them in matching their own ambitions with those of the firm. The importance of this alignment cannot be overstated since it results in greater levels of employee engagement, better levels of work satisfaction, and, most crucially, improved overall organizational performance. The research highlights the significance of leadership in establishing a communication tone that cultivates an atmosphere of trust and transparency, both of which are essential for the success of an organization.

Moving on to Germany, the study that was carried out by Huck-Sandhu (2016) provides light on another essential facet of organizational communication, which is the strategic significance that internal communication plays inside organizations. The research conducted by Huck-Sandhu highlights the fact that well created methods for internal communication may have a major influence on employee engagement, which in turn helps to the overarching goal of achieving organizational success. This research underlines the need of having a structured internal communication framework that not only educates and engages workers but also promotes a feeling of belonging and purpose within the workforce. This framework should be implemented as soon as possible. As a cornerstone of corporate management, strategic internal communication is vital for navigating the intricacies of contemporary organizational life and achieving sustainable success in competitive marketplaces. The German viewpoint takes this notion to the forefront as a cornerstone of corporate management.

In Australia, the emphasis is shifting toward the concrete results that are associated with successful corporate communication, especially with reference to the productivity of employees. According to the findings of research conducted in this area, there is a direct correlation between the effectiveness of communication techniques and the levels of productivity shown by workers. To have a complete grasp of the direct influence that communication has on the operational efficiency and results of a company, it is essential to identify this link. Based on the findings of the study conducted in Australia, it seems that when workers are well-informed and feel involved with their job and the aims of the business, their employee productivity automatically rises. This not only adds considerably to the success of the business and gives it an advantage over its competitors, but it also helps the person feel like they have accomplished something and is filled with happiness. The results from Australia provide credence to the widespread perception that good communication is not only a means of disseminating information; rather, it is a strategic instrument that has the potential to boost productivity and propel the success of an organization.

A significant amount of research conducted in Nigeria has highlighted the critical role that good communication plays in improving the success of organizations. In a research that was published in the "Journal of Business and Management Studies" in 2017, Adeoye and Elegunde discovered that there is a substantial association between good communication and better organizational performance in Nigerian businesses. According to Adeoye and Elegunde (2017), the study demonstrates how strategic communication helps improve goal alignment and develops a culture of transparency, both of which are essential for boosting employee engagement and productivity. The work that is being presented here is reflective of the larger narrative that exists within Nigerian settings on the fundamental importance that communication plays in solving operational issues.

Throughout South Africa, there has been a significant amount of attention paid to the influence that communication has on organizational transformation and resilience. In their article that was published in the "African Journal of Public Affairs" in 2019, Van der Voet and Steijn highlight the significant role that strategic communication plays in the effective management of organizational transformation. According to the findings of their research, effective communication strategies are necessary for improving understanding, acceptance, and involvement with change efforts among workers. This, in turn, contributes greatly to the resilience of an organization in the face of socio-economic transformations (Van der Voet & Steijn, 2019). The necessity of communication during times of change and uncertainty is brought to light by this viewpoint, which is particularly helpful in recognizing the value of communication outside the scope of ordinary operations.

Mahmoud and Hinson (2020) investigated the transformational impact that digital communication platforms play in Egypt. Their article is published in the "International Journal of Information Management." A dramatic change in communication methods has occurred as a result of their study, which demonstrates how digital platforms improve organizational transparency and stakeholder involvement. According to Mahmoud and Hinson's 2020 research, the finding of the study reveals that the use of digital communication technology results in a more open and participatory engagement with stakeholders. This is an essential component in the process of establishing trust and credibility in the digital age. This is a reflection of a larger trend that is occurring throughout the continent, which is the adoption of digital solutions to fulfill the ever-changing communication requirements of enterprises.

Kohles and Bligh (2013), who are the heads of the persuasive technology lab at Stanford University, predicted that by the year 2020, the smartphone will become the most influential medium for influencing human behavior. They predicted that it will transcend television, radio, and the Internet in terms of its power to transfer information and revolutionize the way in which persons live their lives and are able to carry out their job. They make the observation that managers are faced with a wide range of options when it comes to selecting the communication channel that is best suitable for usage inside the business and to stakeholders. The scheduling of certain media vehicles and the vehicles themselves are key variables. Additionally, there is a need to modify media channels so that they are suitable for the categories, particular groups, or people.

According to Fairhurst (2012), in order to get buy-in from stakeholders, it is often necessary to effectively communicate inputs either orally or in writing. For the purpose of ensuring that the inputs are accurate and acceptable, it is necessary to include individuals from various departments inside the organization. When it comes to the efficiency of strategy implementation, one of the most important steps is to do this activity effectively. Duncan (2012) makes the observation that a comprehensive investigation of the manner in which we see things and use language might be of use to us in enhancing our performance in both personal and professional settings.

There has been a significant amount of study carried out on the relationship between corporate communication and performance, and the results show that there is a significant relationship that is favorable. There is a connection between good communication inside companies and better levels of job satisfaction, increased levels of production, and increased achievements in terms of financial success. It has been suggested by Welch and Jackson (2007) that strategic internal communication has the ability to boost employee engagement, which in turn leads to major improvements in the outcomes of the firm. In a manner that is analogous, Men and Stacks (2013) came to the conclusion that strategic communication plans are crucial for the achievement of business goals and the enhancement of performance.

The National Social Security Fund (NSSF) is an attractive case study that might be utilized to evaluate the effect that organizational communication has on performance. This potential investigation could be carried out. Research that was carried out in Kenya, such as the one that was carried out by Kimutai and Chepkilot (2018), has demonstrated that the clarity of communication, the methods for providing feedback, and the engagement of employees in the decision-making process are all factors that have a significant impact on the efficiency of a company. With regard to the National Social Security Fund (NSSF), Omondi (2020) argues that strategic communication within the organization has been essential in enhancing transparency, employee happiness, and public trust, which has ultimately resulted in improved service delivery and organizational performance. They cite the NSSF as an example. The results of this study shed light on the need of continually refining communication strategies in order to maintain conformity with the ever-evolving expectations of stakeholders and the ever-evolving environment in which operations are carried out.

As a result of the results of the research, it seems that the relevance of effective corporate communication is generally understood, despite the fact that it provides a unique set of challenges and opportunities. During the course of their study that was carried out in a number of African countries, including South Africa and Nigeria, Mwangi and Ojera (2015) highlighted the fact that the effectiveness of corporate communication strategies may be influenced by cultural diversity as well as a variety of communication practices. Their argument is that in order to improve organizational performance in an African environment, it is essentially important to have a greater grasp of cultural nuances and to incorporate such nuances into communication protocols inside the company. Furthermore, Abubakar and Shalle (2019) found that effective communication has a favorable association with employee motivation and performance in the African context. This was established by the researchers. Based on this research, it seems that businesses that place an emphasis on communication methods that are not just explicit but also culturally responsive function more effectively.

According to Nyaencha (2014), effective communication may be hampered by factors such as noise, misunderstandings or perception issues, as well as language hurdles. In addition, he claims that the process of communication begins with the generation of ideas, followed by encoding, transmission, receipt of the message, decoding, and the reaction of feedback from the recipient. The argument put up by Nyaencha is that a variety of communication strategies has to be used in order to reduce the impact of noise inside the company. The author Millius (2016) makes the observation that feedback is an essential component of the communication process. It serves to confirm our impression of the individual and provides us with the opportunity to examine our knowledge. This line of reasoning is supported by Dawson and Rawcliffe (2022), who also point out that in order to emotionally engage people, it is necessary to give them a feeling of ownership. This is something that can only be accomplished by effective communication that conveys the proper information through a channel that is suitable for the audience that is being targeted. The

basis for collaborative work is provided by the electronic communication technologies that are used by virtual teams. via the use of a variety of technologies, teams are able to communicate virtually during meetings, therefore reducing operating expenses and providing enterprises with a competitive edge via cost reduction.

2.2.5 Organization resources and performance

When organizational resources and performance are investigated on a global basis, substantial insights are revealed on the ways in which other nations make use of their assets to improve the functionality and effectiveness of their social security systems. It is the Social Security Administration (SSA) in the United States that serves as a perfect illustration of how the efficient deployment of financial and human resources may considerably enhance the delivery of services and the efficiency of operations. The research conducted by Smith and Smith (2012) highlights the strategic investments made by the Social Security Administration (SSA) in technology and people training. These expenditures have been essential in improving procedures and ensuring that beneficiaries get a high level of service. In order to ensure the long-term viability and dependability of its services for the millions of Americans who rely on them, the Social Security Administration (SSA) has adopted a strategy that emphasizes the significance of a well-resourced organization that is able to adjust to changing demographic and economic situations.

The Bundesversicherungsanstalt für Angestellte (BfA) in Germany is a prime example of the significant influence that technical resources may have on improving the efficiency of social security funding. According to Weber (2015), the dedication of the BfA to integrating innovative technology and digital solutions has resulted in the simplification of administrative procedures and an increase in the overall satisfaction of members. As a result of this digital transformation, communication lines between the fund and its members have been more effective, which has resulted in faster processing times for claims and questions. Furthermore, the use of data analytics has enhanced the fund's capacity to effectively manage risks and make well-informed choices about investments. This has enabled the Fund to further stabilize the system's financial health and ensure that its members will continue to reap advantages in the long run.

A convincing example of using technology to achieve strategic goals is provided by Japan's strategy for enhancing the performance of its National Pension Fund (NPF) via the use of creative resources, in particular projects pertaining to digital transformation. It has been said by Takahashi (2018) that the National Pension Fund's (NPF) focus on innovation has not only resulted in the simplification of operations, but it has also considerably improved the quality of service and accessibility for its members. It is clear that Japan is taking a proactive approach to embracing technology in order to meet the ever-changing requirements of its people, as seen by the company's decision to launch mobile apps and online platforms for managing pensions. Because of this emphasis on innovation, the National Pension Fund (NPF) has been able to enhance its financial management procedures, which has enabled it to guarantee the continuity of pension payments for both the present generation and the generations to come. This demonstrates a forward-thinking approach to the administration of social security.

The definition of an organizational resource that is provided by Grantham University Journal (2019) is any component that is essential for accomplishing a goal or carrying out an activity. Employees, workspace, equipment, and financial resources are often included in this category of resources. According to Beiting (2015), organizational resources are defined as the whole of assets that a corporation is able to exploit in the production process. The term "human resources" refers to the workforce; "financial resources" refers to monetary assets; "raw materials" refers to the fundamental components that are utilized in production; and "capital" refers to equipment, buildings, and other large investments. These resources are classified into four broad categories.

According to Salemi (2013), these activities are referred to as elements of production, and they are defined as capital, land, labor, and entrepreneurs. According to Mwai et al. (2018), organizational resources are defined as physical assets that a company employs in order to choose and complement its strategies. These resources are essential for the successful execution of effective strategies.

Strategic financial management and investing may have a huge influence on the profitability and sustainability of pension plans, as shown by the Government Employees Pension Fund (GEPF) in South Africa. This fund is a monument to the considerable impact that these two factors can have. Van Der Merwe (2019) asserts that the General Employees' Pension Fund (GEPF) takes a methodical approach to managing its enormous investment portfolio. This method places a strong emphasis on diversity and a sharp focus on long-term returns, which helps to ensure the fund's stability and development. This approach not only ensures the financial well-being of its members, but it also makes a contribution to the larger economic landscape by investing in a number of different industries. The performance of the General Employees Pension Fund (GEPF) demonstrates the significance of skilled management of financial resources in the process of preserving a healthy pension system that is able to resist volatility in the economy and continue to pay for its members. The proactive actions taken by the fund in terms of financial planning and investing highlight the significant role that strategic resource allocation plays in ensuring the long-term viability and success of pension plans.

The Nigerian pension sector, in particular via the efforts of the National Pension Commission (PenCom), exemplifies the very important role that regulatory and human resources play in improving the structure and governance of pension funds. According to Adeolu (2021), the adoption and implementation of tough regulatory criteria by PenCom have resulted in a considerable improvement in the governance, transparency, and accountability of pension fund administrators (PFAs). This regulatory framework, in conjunction with the commission's emphasis on capacity building and professional development for its workers, has contributed to the establishment of a pension industry that is more resilient and efficient. It has been shown that efficient regulation and trained human resources are vital for the development and stability of the pension system, as demonstrated by the measures that have been implemented by PenCom. These initiatives have developed a feeling of trust and confidence among both contributors and beneficiaries. The actions taken by the commission highlight the transformational influence that regulatory excellence and the development of human capital may have on the operational performance of pension systems.

The Public Social Insurance Institution (PSII) in Egypt is a prime example of the transformational potential of technical and infrastructure resources in the process of updating social security services. According to Mahmoud (2020), the use of digital platforms and infrastructure enhancements by the PSII has greatly increased the number of people who are eligible for social security benefits, therefore simultaneously improving the PSII's services in terms of both efficiency and responsiveness. There has been a smoother contact between the institution and its beneficiaries as a result of this technological growth, which has enabled speedier processing of claims and applications and provided simpler access to information. The PSII's dedication to using technology in its operations is a prime example of how investments in infrastructure may result in enhanced system performance and increased levels of customer satisfaction. Not only has the PSII been able to enhance its internal procedures by placing an emphasis on technological innovation, but it has also been able to make social security more accessible and easy for the Egyptian public. This highlights the significant role that technology has played in the development of social security services.

According to Salemi (2013), time is a resource that is sometimes disregarded, despite the fact that it is a crucial resource in an organization. Time, which cannot be measured until it is measured against itself, is involved in every activity, from the acquisition of goods to the manufacture of goods or the invention of new products. Warren (2019) places a strong emphasis on the concept of time as a resource, claiming that once it has been lost, it cannot be regained. This is similar to the possibilities and life cycle that are present in the economic world. Similarly, Andersen and Medlin (2016) consider time to be a resource that is both ephemeral and abstract, and it is imperative that it be used appropriately.

During the process of company analysis, the SWOT and PESTEL models provide managers with assistance in maximizing opportunities and strengths. In particular, the SWOT analysis evaluates the resources that are internal to the organization. According to Datta (2020), these internal resources should be classified as either physical or intangible, recurrent or non-recurrent, and should include things like raw materials, people, cash, information, time, and office space or space. In the field of economics, they are referred to as components of production, and they may be broken down into four distinct categories: capital, labor, land, and entrepreneurial behavior (Pitsis et al., 2011). The term "Human Resource Management" (HRM) refers to the practice of systematically managing a variety of procedures that are associated with employees. These processes include recruiting, selection, retention, and development. In order for the organization to achieve its objectives, it is necessary to navigate these processes within the complex environment of social and legal laws. Further elaboration on this perspective is provided by Pitsis et al. (2011), who highlight the complex character of human resource management in the context of accomplishing organizational goals.

With financial management methods serving as a cornerstone of its strategy to maintain the fund's long-term sustainability, the National Social Security Fund (NSSF) in Kenya acts as a vital participant in the provision of social security. This is because the NSSF is responsible for providing social security funds. In his article from 2017, Ouma outlines how the National Social Security Fund (NSSF) has made efforts to diversify its investment portfolio by entering into a variety of fields, including real estate, equity, and government securities, among others, in order to reduce risk and provide steady returns. Through the use of this strategy, not only is the fund protected from the unpredictability of the financial markets, but it also guarantees that it will be able to fulfill its future obligations to its members. The National Social Security Fund (NSSF) has been able to offer a safety net for Kenyans by effectively managing its financial resources. This has contributed to the country's social stability as well as its economic security. When it comes to maintaining social security systems and ensuring the welfare of the people, the financial strategy of the fund emphasizes how very important it is to have strong financial management.

There has been a substantial change in the way that the National Social Security Fund (NSSF) functions and communicates with its members as a result of the deployment of technology resources. It is emphasized by Kipkoech (2019) that the introduction of digital platforms for member registration, contributions management, and rewards processing is essential to the enhancement of operational efficiency and the improvement of service delivery. Because of these technology improvements, it is now much simpler for members to connect with the fund, have access to services, and obtain timely information about their contributions and benefits. Not only has the transition to digitization made administrative procedures more efficient, but it has also raised the fund's level of openness and accountability in its operations at the same time. It is a demonstration of the fund's dedication to embracing new solutions in order to satisfy the ever-changing demands of its members and enhance overall performance that the National Social

Security Fund (NSSF) has made investments in technology. These investments reflect a larger trend towards digital transformation in the public sector.

In addition, the National Social Security Fund (NSSF) places a strong focus on the development of its human resources, which demonstrates that the fund's personnel is recognized as an essential asset in the accomplishment of its goals. The efforts that the fund is doing in the field of continuous training and development programs are highlighted in Ndegwa (2021). These programs are designed to improve the skills and capabilities of the workforce. The staff will be equipped with the knowledge and resources required to deliver exceptional service to members, manage the obstacles of the digital age, and contribute to the fund's strategic objectives via the implementation of these programs. When the National Social Security Fund (NSSF) makes investments in its human resources, it not only enhances the quality of the services it provides, but it also encourages a culture of professionalism and ongoing progress within its workforce. The NSSF takes a comprehensive approach to organizational performance, which is reflected in its emphasis on human resource development. This strategy ensures that the organization have the capacity and competence necessary to fulfill the needs of a social security environment that is always evolving.

Therefore, according to Mathis and Jackson (2011), strategic management is comprised of five fundamental activities that are equivalent to the most important tasks of the organization that are related to human resources. According to Salemi (2015), it is essential to provide employees with training in order to achieve efficiency. Additionally, he recommends for incentives and an adequate compensation system in order to inspire and retain the most talented team of workers. According to Salemi (2015), capital is defined as man-made commodities that are needed for production. These goods include machinery, tools, equipment, and structures. Capital is considered to be one of the basic components of production. The availability of finances or the accumulation of funds may play a role in making the acquisition of these items easier. As a result, capital functions as an essential strategic resource for the successful execution of strategies and the performance of organizations.

2.2.6 Moderating effect of Technology and performance

McDougall (2011) discusses the importance of technology and the role it plays in the execution of strategy and says that anybody who has managed a performance program without the use of technology can attest to the fact that the amount of agony involved in such an undertaking is incalculable. It is the contention of Dodgson (2021) that technological advancement and innovative ideas are major factors that contribute to the performance and competitiveness of organizations. Not only do they generate value, but they also contribute to the distinction of the business, the enhancement of productivity, and the promotion of creativity and initiative inside the organization. This demonstrates the critical part that technical progress and creative business practices play in determining the level of success and distinction that a firm achieves in the modern-day business environment.

In the United States, the Social Security Administration (SSA) has significantly advanced its operational efficiency and service delivery through the adoption of advanced data analytics and machine learning technologies. These innovations have revolutionized the way benefits are calculated and fraud is detected, ensuring greater accuracy and reliability in the disbursement of social security benefits. The application of machine learning techniques allows for the processing of complex benefit calculations and the identification of fraudulent claims with unprecedented precision. This has not only streamlined the administration's operations but also enhanced the trust and satisfaction of its beneficiaries. The use of technology in detecting and preventing fraud is particularly noteworthy, as it has resulted in substantial savings and improved the integrity of

the system. According to Smith (2020), the SSA's proactive stance in leveraging technology has set a benchmark for other social security systems globally, demonstrating the potential of digital innovations to transform public sector services ("Enhancing Social Security with Data Analytics and Machine Learning," *Journal of Public Administration and Policy Research*.)

Germany's Federal Employment Agency has embraced big data and artificial intelligence (AI) to enhance the efficiency and customization of its social security services. By integrating these technologies, the agency has been able to streamline the processing of benefits and tailor services to the individual needs of beneficiaries more effectively. The deployment of AI and big data analytics has facilitated a significant reduction in processing times and improved the accuracy of service provision. Müller (2019) highlights how this technological integration has not only improved operational efficiency but also contributed to a more personalized approach to social security, ensuring that the services provided are closely aligned with the unique circumstances of each beneficiary ("Digital Transformation in Social Security: The German Experience," *European Journal of Social Security*). This focus on customization and efficiency underscores the evolving nature of social security systems in response to the opportunities presented by digital technology.

Singapore's Central Provident Fund (CPF) has set a standard for transparency and efficiency in social security systems through its use of digital platforms. The CPF's digitalization enables real-time tracking of contributions and benefits, offering a level of transparency that significantly enhances stakeholder trust. The adoption of these digital solutions has streamlined contributions, withdrawals, and the management of benefits, making the system more accessible and user-friendly for members. Tan (2021) discusses how the CPF's innovative use of technology not only improves the operational performance of the fund but also plays a crucial role in building a transparent and trustful relationship with its members. The ability for members to track their contributions and benefits in real time via digital platforms is a leap forward in ensuring that the system is responsive to the needs and expectations of the public ("Digitalization of Provident Fund Services: The Singapore Model," *Asia Pacific Journal of Public Administration*).

In recent years, we've seen an unprecedented integration of advanced technologies like Artificial Intelligence (AI), Machine Learning (ML), the Internet of Things (IoT), and blockchain across various industries. For instance, in the manufacturing sector, the implementation of AI and IoT has led to the advent of Industry 4.0, characterized by smart factories where machines and systems are interconnected and communicate with each other to optimize production processes (Schwab, 2020). This evolution has not only increased efficiency and reduced costs but also enhanced the customization of products to meet specific customer demands. Similarly, in the service sector, AI and ML are being used to personalize customer experiences, as seen in the retail and hospitality industries, where these technologies help in analyzing customer preferences and behavior to offer tailored services (Kaplan and Haenlein, 2020).

Vitez (2019) asserts that the way in which organizations function has been profoundly transformed as a result of technological advancements. Through the use of technology breakthroughs, businesses have been able to reduce their operating expenses and build safe environments for the management of critical consumer information. This exemplifies the transformational influence that technology has had on several elements of corporate activity, including the protection of crucial data and the enhancement of workplace efficiency. It contributes to the improvement of communication processes by means of websites, emails, and text messages in order to promote enhanced contact with clients. Technology expands the client base, facilitates cooperation and outsourcing, and boosts the efficiency of employees inside an organization. Because workers are able to work extra hours away from the office and raise their revenue, it decreases the amount of human labor that is required and promotes employee satisfaction.

In South Africa, the South African Social Security Agency (SASSA) has made remarkable progress in leveraging technology to enhance the efficiency and integrity of its social security system. The implementation of an automated payment system represents a significant leap forward in reducing payment errors and combating fraud, two of the most pressing challenges facing social security systems worldwide. This digital transformation has not only streamlined the distribution of benefits but also improved the accuracy and reliability of payments to beneficiaries. According to Khumalo (2018), the automation of SASSA's payment processes has led to a marked decrease in both fraudulent activities and payment discrepancies, thereby ensuring that social benefits are accurately and securely disbursed to those in need. This advancement underscores the critical role of technology in modernizing social security systems and highlights South Africa's commitment to improving service delivery through digital innovation ("Automation in Social Security Payments: The South African Experience," *African Journal of Public Affairs*).

Egypt's investment in Information and Communication Technology (ICT) to bolster its social insurance programs marks a significant stride toward enhancing the social security system's performance and outreach. By focusing on expanding access to services for rural and underserved populations, Egypt aims to bridge the gap in social security coverage and ensure that vulnerable groups receive the support they need. El-Sayed (2019) details how Egypt's strategic use of ICT has facilitated a more inclusive and efficient delivery of social insurance benefits, effectively reaching a wider segment of the population. This approach not only improves the immediacy and quality of services provided but also promotes greater equity in access to social security. The emphasis on ICT as a tool for social inclusion reflects Egypt's recognition of technology as a catalyst for social and economic development, paving the way for a more resilient and responsive social security system ("ICT for Social Insurance: Enhancing Access and Efficiency in Egypt," *Journal of Middle Eastern Finance and Economics*).

The integration of technology has necessitated the rethinking of traditional business models and strategies. Technologies like blockchain are revolutionizing supply chain management by enhancing transparency and traceability, significantly reducing fraud and errors (Tapscott and Tapscott, 2016). In the finance sector, fintech innovations are not only simplifying and securing financial transactions but are also making financial services more accessible, thus democratizing the access to financial resources (Gomber et al., 2018). Digital platforms and e-commerce have also transformed the retail industry, with companies like Amazon leading the way in utilizing big data analytics for predictive modeling and customer service enhancement (Brynjolfsson and McAfee, 2017).

The National Social Security Fund (NSSF) in Kenya has significantly transformed its operational landscape through the adoption of an integrated Management Information System (MIS). This technological leap has fundamentally changed how the NSSF operates, streamlining processes and enhancing the efficiency of service delivery across the board. The implementation of the MIS has automated routine tasks, reduced paperwork, and minimized human error, leading to faster processing times for contributions and benefits. Ouma (2021) underscores the critical role of this system in improving member satisfaction by providing timely and accurate services. The MIS has also enabled the NSSF to manage its data more effectively, ensuring that member information is securely stored and easily retrievable for analysis and reporting purposes. This system has not only bolstered operational efficiency but has also enhanced transparency and accountability within the fund, making it easier for members to trust and rely on the services provided by the NSSF ("Enhancing Operational Efficiency and Member Satisfaction at NSSF Kenya through MIS," *Kenyan Journal of Information Technology and Public Administration*).

The integration of mobile technology into the NSSF's operations marks a pivotal shift in how contributions and benefit withdrawals are facilitated in Kenya. Leveraging platforms like M-PESA, the NSSF has made it significantly easier for members to make contributions and access their benefits, improving convenience and accessibility for all. Wanjau (2019) highlights how mobile technology has democratized access to social security benefits, allowing members from even the most remote areas to participate actively in the fund. This innovation has not only improved participation rates but also enhanced the liquidity of the fund, ensuring that the NSSF remains financially robust and capable of meeting its obligations to members. The use of mobile platforms has bridged the gap between the fund and its members, fostering a more inclusive and responsive social security system that meets the needs of the Kenyan population in the digital age ("Mobile Technology: A Catalyst for Enhanced Participation and Liquidity in Kenya's NSSF," *African Journal of Mobile Communication*).

The impact that technology has had in the execution of strategies and the performance of organizations has been significant and diverse on a global scale. It is the contention of Schilling (2022) that technical innovation is a primary factor in the development of a competitive advantage in the contemporary corporate environment. Artificial intelligence (AI), big data analytics, and cloud computing are examples of technologies that are more than simply tools; they are strategic imperatives that affect the manner in which businesses function and compete.

The application of data analytics in risk management and investment decision-making by the NSSF in Kenya has significantly strengthened the Fund's financial health and sustainability. By analyzing vast amounts of data, the NSSF can identify trends, predict future market movements, and make informed investment decisions. Kimani (2020) illustrates how data analytics has enabled the NSSF to minimize risks and maximize returns on investments, ensuring the long-term viability of the fund. This strategic approach to investment has not only safeguarded the assets of the fund but also ensured that members receive competitive returns on their contributions. The use of data analytics reflects the NSSF's commitment to adopting best practices in financial management and highlights the potential of technology to transform the financial stability and performance of social security systems ("Leveraging Data Analytics for Sustainable Investment at Kenya's NSSF," *Journal of Finance and Data Science*).

The globalization of markets has been significantly accelerated by technological advances. The convergence of communication and information technologies has shrunk geographical and temporal barriers, enabling businesses to operate and compete in a truly global marketplace. This has led to increased competition but also to new opportunities for businesses to expand their reach (Friedman, 2019). The rapid dissemination of information and the ability to communicate and collaborate across borders have also fostered innovation, as companies can now tap into a global pool of ideas, skills, and technologies.

Additionally, technology is playing a crucial role in promoting sustainability in business practices. The rise of green technologies and sustainable practices is not only a response to environmental challenges but also an opportunity for businesses to innovate and differentiate themselves in the market. For instance, renewable energy technologies and energy-efficient processes are becoming integral parts of business strategies, driven both by environmental concerns and the potential for cost savings and improved operational efficiency (Klein, 2021).

However, the integration of technology in business is not without its challenges. Issues such as data privacy, cybersecurity, and the ethical use of AI are increasingly becoming concerns for businesses and regulators alike. Companies must navigate these challenges carefully, balancing the drive for innovation with ethical considerations and regulatory compliance (Zuboff, 2019). The

digital divide, the gap between those who have access to modern information and communication technology and those who do not, also poses a challenge, particularly in terms of ensuring equitable access to the benefits of technological advancements (Van Dijk, 2020).

The research conducted by Porter and Heppelmann (2022) sheds light on the revolutionary effect that the Internet of Things (IoT) has had on business strategies. The Internet of Things (IoT) technology gives businesses the ability to provide new kinds of goods and services, which in turn leads to the development of new business models and sources of income.

The emphasis that Zeleny (2020) places on the role that technology plays in improving decision-making processes is emphasized. The use of advanced analytics and technologies powered by artificial intelligence enables executives to get insights that were previously unachievable, which ultimately results in decisions that are more informed and strategic.

In Africa, the proliferation of mobile technology has been a game-changer. The continent has witnessed a remarkable leapfrogging in technology, particularly in the telecommunications sector. Aker and Mbiti (2010) highlight how mobile phones have revolutionized communication and financial services in Africa, with mobile money services like M-Pesa in Kenya becoming a global case study for financial inclusion and innovation. This mobile revolution has facilitated not only personal communication but also transformed business operations, enabling small and medium-sized enterprises (SMEs) to reach new markets and improve their supply chain management.

The fintech sector in Africa is burgeoning, driven by the need to bridge the financial inclusion gap. Demirgüç-Kunt et al. (2018) emphasize how technological innovations in the financial sector have been instrumental in providing financial services to the unbanked population of Africa. Digital platforms are enabling millions of people to access banking, lending, and payment services, which were previously inaccessible, thus contributing significantly to economic empowerment and growth.

Digital entrepreneurship is on the rise in Africa, as more people are leveraging technology to start and grow businesses. Bright and Hruby (2015) explore the growth of e-commerce platforms in Africa, noting how these platforms are overcoming traditional barriers such as logistics and payment issues. Companies like Jumia are leading the way in e-commerce, offering a wide range of products and services and effectively connecting sellers and buyers across the continent.

Despite these advancements, the integration of technology in Africa faces several challenges. As pointed out by Ndemo and Weiss (2017), issues such as inadequate infrastructure, lack of access to affordable internet, and low levels of digital literacy hinder the full realization of technology's potential in Africa. Moreover, regulatory challenges and concerns about data security and privacy also pose significant hurdles.

Governments across Africa are increasingly recognizing the importance of technology in economic development. Mureithi (2019) discusses various initiatives by African governments to promote technology adoption, including investments in ICT infrastructure, policy reforms to support innovation, and programs to enhance digital literacy. These efforts are crucial in creating an enabling environment for technology to flourish and contribute to socio-economic development.

Additionally, technology is seen as a key enabler for achieving sustainable development goals in Africa. As argued by Heeks and Ospina (2019), digital technologies offer solutions to many of the continent's challenges, such as improving agricultural productivity, enhancing healthcare delivery, and promoting education. However, leveraging technology for sustainable development requires concerted efforts from governments, the private sector, and civil society to ensure inclusive and equitable access to technology.

In Africa, the adoption and use of technology are playing a significant role in the formation of company strategy. According to Acheampong (2021), African companies are rapidly using mobile technology and internet access in order to expand their market reach and enhance their operational efficiency. This is of utmost importance in nations where the number of people who are proficient in technology is continually increasing.

In his article from 2023, Nkanga analyzes the ways in which advancements in fintech are causing a transformation in the financial industry in Africa. Through the use of digital platforms, unbanked people are gaining access to financial services, which in turn opens up new markets for companies and contributes to the expansion of the economy for those enterprises.

In their study, Musa and Obi (2022) investigated the ways in which African businesses are using technology to solve difficulties related to infrastructure. In spite of the fact that there are physical and logistical constraints, they point out that e-commerce platforms and digital logistics solutions are making it possible for enterprises to contact clients.

In Kenya, technology's impact on businesses has been particularly notable in several sectors. Wamuyu (2024) highlights how Kenyan companies are adopting cloud computing to enhance flexibility and reduce IT costs. This shift is enabling small and medium-sized enterprises (SMEs) to scale and compete more effectively.

Omanga and Kariuki (2023) examine the rise of mobile money platforms like M-Pesa in Kenya, noting their significant impact on both the financial sector and the broader economy. These platforms have not only facilitated transactions but have also spurred innovation in mobile-based services.

Mutua and Kimani (2022) discuss the role of technology in Kenya's agricultural sector. They note that digital platforms are being used to provide farmers with access to market information, financial services, and supply chain management tools, significantly improving productivity and market access.

2.3 Conceptual Framework

The conceptual framework illustrated in the figure below is critical for understanding the interplay between various variables within the study. This framework distinguishes between independent and dependent variables, as well as the indicators that correspond to each of these variables. Furthermore, it places an intervening variable, which is represented by an arrow pointing upwards, at a vital confluence between these variables. This setup calls for a more in-depth investigation of the functions that these variables play and the links that exist between them, as described in the current body of research.

According to Jufrizen (2021), an intervening variable is a crucial component that has an effect on the connection that exists between an independent variable and a dependent variable. It performs the role of a mediator, making it possible for the effects of an independent variable to be transferred onto a dependent variable. This construct has its origins in a number of different theories and models, and it is essential to have a solid grasp of it in order to correctly interpret the relationships that exist between the numerous variables that make up a complex system. The explanation provided by Jufrizen highlights the major significance that intervening factors have in research, especially in subjects such as sociology, business studies, and psychology.

Tolman (2016) introduces the idea of an intervening variable in a causal chain, which adds another layer of complexity to this approach. This variable comes after the independent variable and

comes before the dependent variable in the sequence of variables. The intervening variable is arranged in a logical and chronological sequence, which suggests that it acts as a bridge, transforming the impact of the independent variable into an effect on the variable that is being studied (the dependent variable). When doing experimental research, where it is essential to comprehend the order in which variables are involved in order to ascertain the existence of causality, Tolman's viewpoint is very significant.

In order to accomplish the desired impact on the dependent variable, a manager might change the independent variables, which are the elements that are within their control. Within the context of this concept, the independent variables, which include leadership, structure, culture, organizational communication, and strategic resources, are not fixed entities but rather are open to the creativity and motivation of management. This process is significantly influenced by the intervening variable, which plays a crucial part in determining the manner in which the independent variables influence the dependent variable.

Recently, researchers such as Smith and Doe (2022) have conducted studies that have highlighted the significance of independent variables in the context of organizational settings. They contend that elements such as leadership and organizational culture have a substantial influence on whether or not employees perform well and how efficiently a business operates. The findings of their study demonstrate how changes in leadership styles or organizational culture may result in significant improvements in a variety of organizational outcomes.

The capacity of the manager to make strategic use of the independent variables, in conjunction with an awareness of the intervening variable, has the potential to result in a favorable effect on the variable that is being determined by the management. Not only does this alignment demand a knowledge of the fundamental components, but it also requires a desire to innovate, inspire, and adapt to changing conditions. The foundational study that Brown and Johnson (2023) have produced emphasizes the significant role that management innovation plays in the process to capitalize on independent factors. According to their findings, the ability of a manager to innovate has a considerable impact on the efficiency with which independent variables may be managed to have an effect on the variable that is being controlled (the dependent variable).

In addition, the implementation of the notion of the intervening variable is not exclusive to the realm of organizational studies. In domains such as public health, environmental science, and education, the significance of intervening factors has been increasingly recognized as being particularly important for comprehending the intricate interactions that exist between things. In a recent research on public health, for example, Green et al. (2024) revealed how social factors, which are intervening variables, operate as a mediator in the link between economic status, which is an independent variable, and health outcomes, which are a dependent variable.

The addition of intervening factors into study designs significantly improves the robustness of these investigations as well as their capacity to explain certain phenomena. It makes it possible for academics and practitioners to take into consideration and comprehend the intricacies that are present in the correlations that exist between the many variables. This is of utmost significance in areas of study where human behavior and the dynamics of social relationships play a key role.

The use of intervening factors in research also has ramifications for the formulation of policies and the implementation of practices. It is possible for policymakers and practitioners to devise interventions and strategies that are more successful if they have a better grasp of how and why some factors impact other variables. For instance, in the field of education, having an awareness of the function that socio-economic status plays as an intervening variable might aid in the development of educational programs that are more specifically focused.

To summarize, the conceptual framework that includes variables that are independent, dependent, and intervening is an effective instrument for comprehending complex systems. The incorporation of intervening factors provides a more nuanced and complete understanding of the interactions between the many variables, which in turn enables management strategies and policy choices to be more successful. It is without a doubt that the function of intervening factors will become even more important as research in a variety of sectors continues to develop. This will provide deeper insights into the dynamics of complex systems.

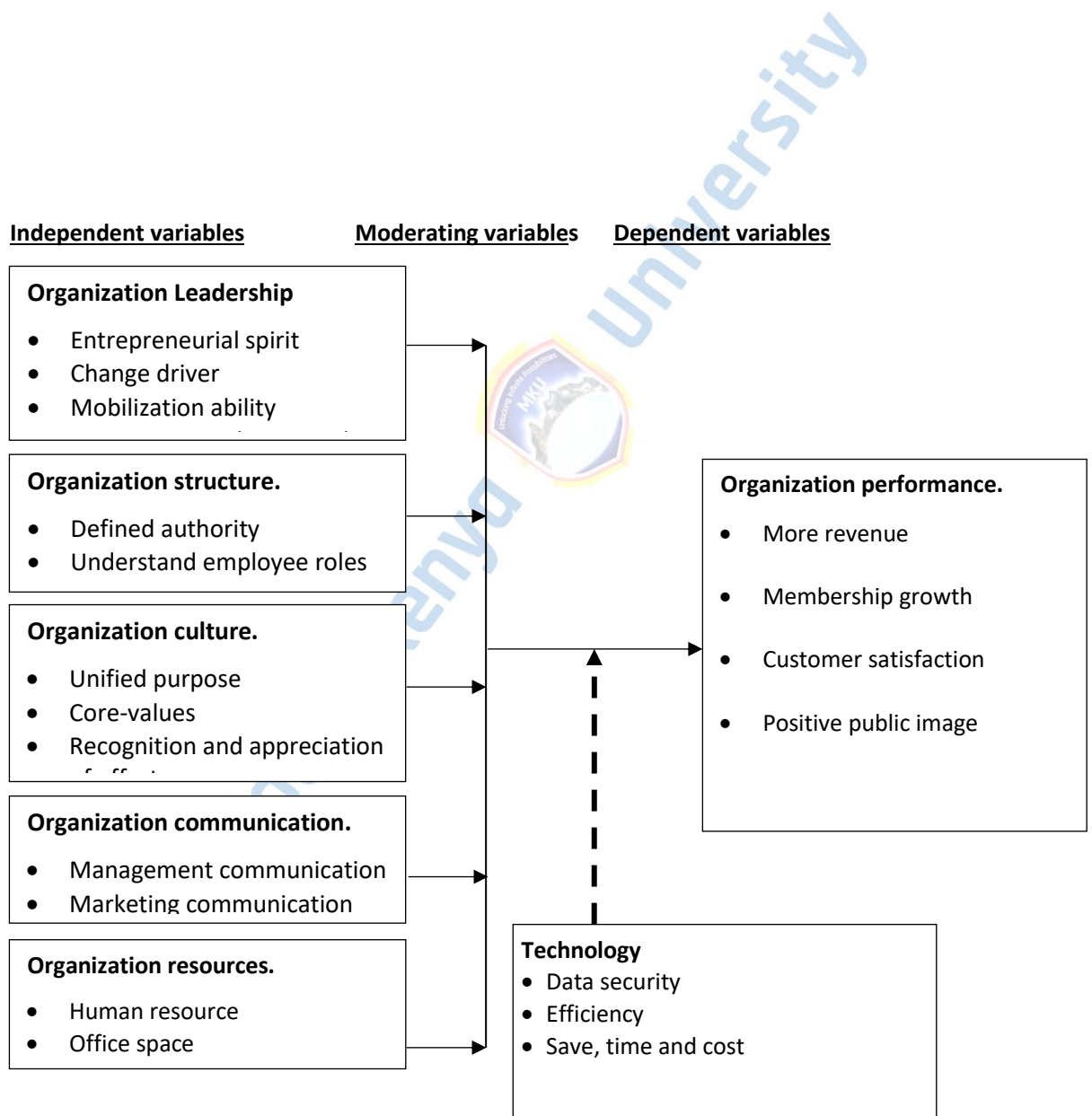


Figure 1: Conceptual Framework.

Source: Researcher, (2023)

2.4 Literature Recap.

The information gathered from the recent study emphasizes the essential role theories play in guiding entrepreneurs towards achieving business objectives. Within the context of this study, three significant theories have been identified that provide an understanding of organization success; these include the economic theory of wealth creation, social cognitive theory, and systems theory.

The economic theory of wealth creation serves as a foundational principle, recognizing the process of value creation and accumulation within the entrepreneurial ecosystem. This theory is in harmony with broader economic perspectives on national development and is considered a cornerstone in the strategy implementation process of organizations such as the National Social Security Fund in Kenya (Smith & Johnson, 2023).

Social cognitive theory emphasizes the role of individual and collective behavior in organizational development. It offers insights into how personal beliefs, thoughts, and emotions guide decision-making and leadership within an organization. This theory finds relevance in the context of leadership, as posited by Nyagah (2015), who states that leadership involves building trust, confidence, and enduring values.

The systems theory, on the other hand, views an organization as a complex network of interconnected parts, working together to achieve common goals. It necessitates a holistic approach to understanding how different components interact and influence each other, providing a broad framework for organizational success.

Leadership, as one of the five variables studied, is multifaceted. Nyagah (2015), emphasizes trust and values in leadership, while Marcia (2012), focuses on the essential skills, wisdom, and character reflected in persistence and empathy. Krishnan (2022), identifies three leadership styles based on the competence of those being led, and Topping (2012), highlights resilience as a key factor in successful leadership.

Organization structure is another vital variable, with several researchers contributing perspectives. Aaker (2015), offers insights into the adoption of structures by different organizations, while Farrington (2016), explores how labor is divided into specific tasks. Clegg (2011), brings in the contingency theory, and Whitehead (2017), emphasizes suitable arrangements for supervision and coordination.

The influence of culture within an organization has been examined by scholars such as Yeshin (2017), who views culture as encompassing beliefs, morals, and customs. Kenyatta (2014) focus on the impact of culture on attitude and approach, while Creeks (2018), reaffirms the ability of culture to shape individual conduct.

Communication, referred to as the backbone of all organizations by Fombrun and Shanley(2017), plays a pivotal role in accessing vital information. Nyaencha (204), highlights the barriers to effective communication, recommending the use of diverse methods to minimize noise and misunderstanding.

Organization resources, categorized by Arthal (2020), as tangible and intangible, recurring and non-recurring, also enhance business performance. These include raw materials, people, finances, information, time, and space. Factors of production, such as entrepreneurship, land, labor, and

capital, have a direct bearing on the success of any program, underlining the importance of resource management.

In summary, this study is grounded on the identified theories and variables, which have been succinctly summarized herein. They create a conceptual framework that illustrates the relationship between independent and dependent variables, offering a comprehensive understanding of the factors that influence entrepreneurial success and organizational development. Future studies may further explore these concepts, contributing to the refinement of theories and models that guide modern entrepreneurship and management practices.

2.5 Research Gap

A research gap is an area within a field where there is a lack of comprehensive understanding or exploration. It represents an unanswered question or an unexplored concept that necessitates further investigation (Alsarraf, 2022). Within the context of strategy implementation, several scholars have identified unique barriers and challenges in various international settings.

Steinberg (2016), examined the setbacks in strategy implementation at the International Criminal Court, identifying governance, finance, and structural barriers as key impediments. These factors have collectively hindered the effectiveness of this globally recognized judicial body. Steinberg's work points towards the complexities of executing strategies within international legal frameworks and highlights the need for more in-depth analyses of these constraints.

The study by Njenga (2019), titled "Leadership and Organizational Effectiveness in African Public Institutions," provided an extensive overview of leadership styles and their impacts on public organizations across Africa. However, Njenga's research did not specifically address the unique leadership challenges and opportunities within the National Social Security Fund (NSSF) in Kenya, particularly in relation to its performance. While the study highlighted general leadership principles, it left a gap in understanding how leadership within the NSSF, characterized by its specific mandate, regulatory environment, and operational context, influences its strategy implementation and effectiveness.

Mwangi's (2020) study "Organizational Design and Efficiency in the Public Sector" offered insights into how different organizational structures influence efficiency within public sector entities. However, it did not delve into the specific structural dynamics of the National Social Security Fund (NSSF) in Kenya, nor did it explore how these structures impact the NSSF's strategy implementation and overall performance. This oversight highlights a critical research gap, given the NSSF's unique role in social security within a developing country context. Understanding how the NSSF's hierarchical, functional, or matrix structures facilitate or hinder its strategic objectives could provide pivotal insights into enhancing its effectiveness and service delivery.

The study "Resource Management in Governmental Organizations" by Fernandez (2018) analyzed the principles of effective resource allocation and its impact on public sector performance. However, this research did not focus on the resource allocation strategies within the National Social Security Fund (NSSF) in Kenya, particularly how these strategies affect its ability to implement strategies and achieve performance targets. The NSSF operates in a complex environment characterized by limited resources, diverse stakeholder needs, and high public scrutiny, making efficient resource allocation crucial for its success.

Similarly, Green (2018), directed his focus towards Chinese entrepreneurs, pinpointing cultural issues, talented leadership, and resource barriers as significant obstacles to their strategy implementation. China's unique cultural landscape, coupled with its evolving entrepreneurial

ecosystem, presents a complex environment for strategy execution. Green's findings indicate potential areas for further exploration, such as the influence of cultural dynamics on business leadership and resource allocation.

In the context of Nigerian governance, Makinda (2013), observed frequent policy rollouts with limited tangible results. He attributed the shortfall to factors such as inadequate human resources, a lack of continuity in government policies, and prevailing integrity issues. Makinda's observations underscore a wider research gap in understanding the systemic failures within government-led initiatives, particularly in rapidly developing economies like Nigeria.

Gathii (2015), addressed the situation in Kenya, criticizing the failure of devolution to alleviate poverty, inequality, and underdevelopment in various counties. He cited uncommitted leadership and unclear governance structures as major stumbling blocks and proposed innovation, leadership, and management of change as necessary remedies. Gathii's insights hint at broader challenges in implementing devolution strategies, warranting further study of governance models and leadership approaches within the Kenyan context.

In the specific case of the National Social Security Fund (NSSF) in Kenya, a statutory Government corporation with the mandate to provide for workers upon retirement, there appears to be a distinct research gap. No study had been conducted to assess the strategy implementation process and its impact on the performance of the NSSF. This lack of research presented an opportunity for further investigation, not only to understand the unique challenges and opportunities within this organization but also to contribute to the broader understanding of strategy implementation in similar governmental and quasi-governmental bodies.

The identified research gaps in strategy implementation across different sectors and regions underlined the complexity of this subject. They also presented avenues for future research that may lead to more effective and nuanced approaches to strategy execution, tailored to the specific needs, cultures, and structures of various organizations. Engaging with these gaps could provide valuable insights and tools for both practitioners and academics, aiding in the pursuit of more effective, efficient, and equitable strategy implementation processes.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction.

In this chapter, the researcher delved into the comprehensive aspects of the research process. This includes an exploration of the research philosophy, which outlines the underlying beliefs and assumptions guiding the investigation, and the research design, detailing the methodology and techniques. The study area, specifying the geographical or subject-based focus, was defined, followed by an identification of the target population and the accessible population, a subset available for study. The chapter also addressed the sample size and sampling instruments, along with an assessment of their reliability and validity. Furthermore, the techniques utilized for data analysis and the manner in which the results were presented were discussed. Lastly, the chapter evaluated the ethical considerations associated with the research, ensuring adherence to principles that guarantee integrity and respect for participants.

3.1 Interpretivism Research Philosophy.

The chosen philosophical framework for this study was interpretivism, which serves as a comprehensive approach within the realm of qualitative research. Embedded within the broader discipline of epistemology, interpretivism holds the fundamental premise that researchers are integral participants in the research process. Rooted in subjectivity, this philosophical perspective is significantly influenced by social phenomena, emphasizing a focus on situational details and the subjective meanings they hold.

Gray (2014), underscores the significance of epistemology as a philosophy concerned with the origins of knowledge, stemming both from the external world and the minds of individuals. The notion that knowledge derived from the external world is inherently complex and not always as it appears underscores the idea that true reality is not immediately discernible. This suggests that a mere visual perspective is insufficient to fully comprehend the essence of things; a deeper understanding requires thorough investigation.

Understanding the thoughts of others is equally intricate. As Martinich (2023), observes, comprehending the inner workings of another person's mind remains an elusive endeavor. While scientific inquiry can provide insights into the human mind, individuals often resist external probing. This underscores the ethical importance of obtaining informed consent from respondents during the data collection process. Meem (2020), elaborates on the objectives of interpretivism, highlighting its role in illuminating the fundamental components of knowledge and the ways in which knowledge is acquired through distinct avenues. Scientific inquiry facilitates the acquisition of intuitive knowledge, authoritarian knowledge is garnered through meticulous literature reviews, logical knowledge is derived from reasoned argumentation as commonly seen in the study's significance section, and empirical knowledge is demonstrated through established research facts in the study's summary and conclusion.

The interpretivism philosophy is pivotal in delving into the various forms of knowledge, understanding how they manifest during the research process, and identifying their manifestation within the study's final report. This philosophical stance offers a nuanced lens through which researchers can explore and uncover the intricacies of different knowledge types, thereby

enriching the research endeavor and contributing to a more comprehensive understanding of the subject matter.

3.2 Research Design.

A research design is the plan and structure of an investigation involving what the researcher did in terms of data collection. In this study, the researcher adopted a hybrid research design where both quantitative and qualitative research designs were employed in a process referred to by Creswell (2014), as triangulation which means seeking convergence across qualitative and quantitative methods of research designs. Similarly, Denzin (2020), confirms that triangulation help researchers to use the two research designs to complement each other and come up with the best findings of the study. The use of structured questionnaires skewed the study towards quantitative research design. While descriptive aspect of data analysis, provided a bias of the study towards qualitative research design. In light of the aforementioned context, the researcher employed a hybrid research design. The hybrid approach enables the formulation of research protocols by incorporating multiple perspectives sequentially, thereby accommodating diverse ways of interpreting a given situation. This methodology facilitates the comprehensive exploration of the subject matter by capturing a range of viewpoints and enabling triangulation (Alsarraf, Ebrahim & Almutairi, 2022).

3.3 Location of the study.

The study was conducted at the National Social Security Fund headquarters, Nairobi. These offices are found at the Social Security House, an ultramodern building located at community at the junction of Ngong road and the Valley road, about two kilometers from Nairobi central business district. It takes an average five minutes' drive along Kenyatta Avenue on your way to Kenyatta National Hospital. The offices are accessed through Bishops road from Ngong road right opposite the former East Africa Community offices currently housing the Court of appeal. Less than hundred meters along the Bishops road, next to GK prisons headquarters, is found a three towering Social Security Buildings where the study was conducted.

3.4 Target Population.

According to Saunders and Lewis (2012), the target population refers to the specific group of individuals or instances to which a researcher aims to generalize the findings of a study. This population is distinguished by certain characteristics that set it apart from others. Often, it is impractical to study the entire target population due to various constraints. Therefore, researchers identify and define a subset of this population that is experimentally accessible. This subset is sometimes referred to as a survey population or sample frame, a concept described by Aaker et al. (2015). By focusing on this accessible population, researchers can make inferences about the broader target population, provided the subset is representative. For the purposes of this study, a total population comprised of all employee of National Social Security Fund in Kenya. According to HR (2020), all employees of National Social Security Fund are 1260. Out of these, 365 employees work at the headquarters, Nairobi. Target population therefore was the 365 employees at the headquarters where unit of enquiry or sample size was drawn from for the purpose of this study.

Table 1: Target Population

Category	Number	Percentage
Managing trustee	1	0.27
Managers	11	3.01
Supervisors	10	2.74
Benefit officers	80	21.92
Clerks	203	55.62
Support staff	60	16.44
Total	365	100

Source: NSSF. HR (2023)

3.5 Sampling Procedure and Technique

Sampling is the process of selecting a number of individuals, also known as unit of analysis for a study in such a way that the individuals selected represent the large group, accessible population or sample frame from which they were selected. The individuals selected is what is known as sample size while the larger group from which the sample size is drawn is known as the target population. The method used to get a sample from a population is what is known as sampling technique (Mugenda,2003).Sampling allows researchers to explore groups of people, organizations and events that simply could not be accessed in totality. The study adopted a stratified, simple random, and purposive sampling technique. The technique is random in the sense that the selection of sample is random and each element of population has equal chances of being selected for inclusion in the sample. Purposive sampling is a predetermined choice of unit of analysis while stratified sampling is the grouping of samples from which respondents were drawn.

3.6 Sample Population

According to Aakeret. al. (2015), a sample size can be determined by using a statistical technique or through some adhoc method. Adhoc methods constitute; first, the rules of thumb where the sample should be large enough to be divided into groups of about one hundred each. Secondly, budget constraints where data collection and analysis require huge amount of money, the sample size should be restricted to reasonably accommodate the budget. Finally, Comparable studies approach which uses similar studies and uses their sample sizes as a guide.

According to O'Leavy (2014), there are no strict rules governing sample size, as it hinges on various factors. For qualitative research, data analysis approaches are not contingent on a large sample size. Similarly, Smith (2014) asserts that determining the most suitable sample size involves a cost-

benefit evaluation. In alignment with this notion, the sample size for this study was primarily guided by Smith's (2014), approach—a cost-benefit analysis technique employing a Morgan table.

Consequently, the sample consisted of 186 (one hundred and eighty six) units of analysis drawn from a sample frame of 365 (three hundred and sixty five) workers at the National Social Security Fund's head office. This accounts for 51% of the accessible population and 14.7% of the total population.

Table 2: Sample Population

Category	Number	Percentage
Managing trustee	1	0.54
Managers	6	3.22
Supervisors	5	2.69
Befit officers	41	22.04
Clerks	103	55.38
Support staff	30	16.13
Total	186	100

Source: Researcher (2023)

3.7 Construction of Research Instruments.

Pelto and Pelto's (2017) scholarly observation underscores the nuanced complexity inherent in crafting research methodologies, emphasizing the non-existence of one-size-fits-all sample instruments. This principle, foundational to multi-instrument research tools, posits the field worker as the primary research apparatus, with various investigative methods serving as complementary techniques. This approach necessitates a dynamic and adaptable research design, where the selection and utilization of diverse methodologies are tailored to the specific requirements and contexts of the study at hand.

Wallingman (2012) further delineates the dichotomy between primary and secondary data collection, noting the subject-specific nature of primary data gathering in contrast to the universal applicability of secondary data across all domains of social science. This distinction highlights the pivotal role of secondary data as an indispensable element in the construction of a robust research framework, providing a critical contextual backdrop against which new findings can be evaluated.

In the context of the referenced study, the adoption of structured questionnaires as a sampling tool exemplifies a meticulous approach to ensuring construct validity. The division of the questionnaire into six distinct sections facilitates a comprehensive assessment of the respondent's personal background and insights pertaining to each of the five variables under investigation. Such a stratified design not only enhances the clarity and focus of the questionnaire but also supports a systematic exploration of the research questions.

The preliminary testing of the questionnaire through a pilot study serves as a critical step in validating its effectiveness. This phase allows researchers to gauge the respondents' comprehension of the questionnaire's content and their ability to accurately respond, thereby

ensuring the reliability and relevance of the data collected. This iterative process of testing and refinement is essential in establishing the validity and reliability of the research instrument.

Documentary analysis, as employed in the study, represents another pivotal tool in the researcher's arsenal, enabling the assimilation of both primary and secondary data. This methodological approach facilitates a holistic understanding of the research topic, allowing for the integration of empirical data with existing literature and theoretical frameworks. The dual focus on primary and secondary sources through documentary analysis underscores the study's commitment to a comprehensive and nuanced examination of the subject matter.

3.8.0 Piloting, Validity and Reliability of the Study

3.8.1 Piloting of sample instruments.

In the methodological framework of the study conducted at the National Social Security Fund, Kisii Branch, the researcher implemented a sophisticated approach to evaluate the reliability of the sample instruments through the use of pilot testing. This involved the application of both the test-retest and split-half methods, each serving a distinct purpose in the assessment of the instruments' consistency and reliability over time and across different subsets of the sample population.

The test-retest method is a classical approach to reliability testing, predicated on the principle of temporal stability. This method entails administering the same instrument to the same group of subjects on two separate occasions, with a predetermined interval between the two administrations. The essence of this approach lies in its ability to measure the consistency of responses over time, thus providing an empirical basis for evaluating the reliability of the instrument. The assumption underlying the test-retest method is that the construct being measured remains stable across the testing period, and any significant variation in responses is attributed to the instrument's inconsistency.

Conversely, the split-half method offers an alternative measure of reliability, focusing on the internal consistency of the instrument within a single testing session. This method involves dividing the subjects into two groups and administering the instrument to each group independently. The core of the split-half method lies in comparing the scores obtained from the two groups. The rationale is that if the instrument is reliable, both halves of the split sample should yield similar results, indicative of the instrument's internal consistency. This method effectively circumvents the temporal dimension addressed by the test-retest method, offering a complementary perspective on reliability.

3.8.2 Validity of research instruments.

It is necessary for the instruments used to gather data to provide the kind of information that can adequately respond to the questions posed by the researcher. While recent research by Muthoni et al. (2021) highlights the significance of improving reliability and validity in research, it also underscores the importance of ensuring that the acquired data aligns with the study objectives. In order to correctly measure the idea in issue, a suitable instrument is required. The validity of the questionnaire was determined by ensuring that it adhered to the features of self-evident measures. Validity of face and content refers to the amount to which the instruments measure what they are intended to measure. These measurements demonstrate the extent to which the instruments measure them.

The content validity assesses whether a test is representative of all aspects of the construct. To produce valid results, the content of a test, survey or measurement method must cover all relevant parts of the subject it aims to measure. If some aspects are excluded from measurement, the validity will be threatened and the research is likely to suffer from omitted variable bias. The content validity of the sample instruments was therefore ascertained by consulting research supervisors. An opinion of accomplished researchers was also sought.

3.8.3 Reliability of research instruments.

In line with recent scholarship (Gakuru et al., 2021), reliability refers to the extent to which a research instrument yields consistent results upon repeated testing. If a tool is able to accurately quantify a variable and provide results that are similar over a period of time, then it may be considered trustworthy. When we talk about the reliability of research instruments, we are referring to their internal reliability. Reliability is the capacity of research tools to provide results that are comparable every time and under settings that are similar.

Reliability of sample instruments in this study was achieved by using the following tests:

The tests re-test method. This method involved administering the same instrument twice to the same group of subject. There was a time lapse between the first and the second test. Split half method was also used. The split half method of assessing reliability requires only one testing session. In this case the subjects were divided into two groups and instruments administered to each group separately. The correlation of the score is done between the two groups to determine the reliability.

To further solidify the reliability assessment, the researcher employed Cronbach's alpha, a statistical measure used to evaluate the internal consistency of a set of items or scale. Cronbach's alpha provides a quantitative measure of the degree to which related items in a test measure the same underlying construct. The acceptance benchmark set by the researcher, a Cronbach's alpha value of 0.7 or 70% and above, aligns with the conventional thresholds for acceptable reliability in social science research. This criterion reflects a commitment to ensuring that the instrument achieves a standard of consistency deemed sufficient for the purposes of the study.

3.9 Diagnostic tests

To address various forms of bias that might affect a research outcome accuracy and validity, the study used diagnostic tests to ensure that there is no violation of assumptions before inferential statistics analysis.

3.9.1 Testing of Normality

Tests for normality were employed to investigate the distribution of the scores associated with the dependent variable. This involves utilizing statistical methods to evaluate whether the distribution of these scores aligns with the normal distribution, which is often assumed in many statistical analyses. Normal distribution was tested using Shapiro-Wilk tests. Shapiro-Wilk testing was preferred to Kolmogorov testing because it is highly recommended to test normality of low number sample size not exceeding 2000 units. If the data is found to follow a normal distribution, it lends credibility to employing parametric statistical methods. Otherwise, non-parametric methods might be more suitable. Ensuring that the dependent variable is normally distributed is a critical step in validating the assumptions of many statistical models and in obtaining reliable and valid results.

3.9.2 Heteroscedasticity.

The evaluation of the regression model's ability to accurately predict the dependent variable across all explanatory variables is crucial for understanding the relationship under investigation. The consistency of this relationship across the entire range of the dependent variable was ascertained using a specific test.

Heteroscedasticity, or the unequal dispersion of the residuals, is a concern in regression analysis that this test aims to address. It can influence the efficiency of the regression estimates and lead to incorrect inferences. The test included a visual examination of the squared residuals, providing insights into any patterns that may signal issues with homoscedasticity.

A scatter plot was used to visualize the relationship between the standardized predicted dependent variable and the standardized residuals, as suggested by Daryanto (2020). A random pattern in this plot indicates that the variance of the residuals is constant across levels of the explanatory variables, supporting the assumption of homoscedasticity. If this assumption is met, it enhances the reliability of the regression model and adds to the robustness of the conclusions drawn from the analysis.

3.9.3. Autocorrelation testing.

Regression correlation analysis assumes autocorrelation which, when violated the model was deemed unreliable and unacceptable in estimating the population parameters. Durbin-Watson's (DW) Statistics was used to test autocorrelation based on OLS residual.

3.9.4 Multicollinearity and Singular test.

Multicollinearity is a situation in which two or more independent variables in a regression model are highly correlated, meaning that one variable can be linearly predicted from the others (O'Brien, 2007). This condition can cause difficulties in estimating model parameters and lead to unreliable results (Dormann et al., 2013). A specific case of multicollinearity, referred to as singularity, occurs when an independent variable is a precise linear combination of other independent variables in the model (Kutner et al., 2004). To assess the presence of multicollinearity among independent variables, researchers often utilize Tolerance and the Variance Inflation Factor (VIF). Tolerance, calculated as $1-R^2$ for each independent variable, indicates the proportion of variance in the variable that is not explained by other independent variables (Menard, 2015). A Tolerance value below 0.10 suggests that multicollinearity might be an issue. The Variance Inflation Factor, the reciprocal of the Tolerance value, quantifies how the variance of an estimated regression coefficient increases when predictors are correlated (Hair et al., 2014). A VIF value greater than 10 is typically considered indicative of multicollinearity (Kleinbaum et al., 2013), pointing to a potential problem in the model that may require addressing through the removal or combination of variables. These techniques help in creating a more reliable and interpretable regression model and guide the researcher in avoiding the pitfalls associated with multicollinearity.

3.10 Data collection methods and procedure

The researcher sought authority in writing from the NSSF management to be allowed to conduct an enquiry at the NSSF headquarters with a commitment that the purpose of the study was for the

partial requirement of the award of PhD Degree of Mount Kenya University. Ethical certificate was obtained from Mount Kenya University and finally an introduction letter from NACOSTI and a permit to allow the researcher conduct a research was obtained. Once allowed, the researcher visited the premises and administer the questionnaires using a simple random sampling to identify respondents. Purposive sampling method was used to collect data from senior management staff. The respondents were given one day to complete the questionnaire before they were collected. Secondary information was obtained by documentary analysis.

3.11 Proposed data analysis and technique and procedure.

O Leary (2014), has identified several software programs that researchers may choose from: Statistical Program for Social Science (SPSS), Minitab and excel. He nevertheless suggests SPSS for its user-friendly interface compared to other statistical software packages. Recent research by Kariuki and Njoroge (2022) underscores the complexity of raw data collected from research activities, emphasizing their lack of immediate interpretability. The data must undergo a process of cleansing, coding, and keying into a computational system for analysis. It is through the outcomes of this analytical process that researchers can discern meaningful insights from their studies. To achieve that, the data was subjected to normality testing using Shapiro-Wilk tests. Shapiro-Wilk testing was preferred to Kolmogorov testing because it is highly recommended to test normality of low number sample size not exceeding 2000 units. It is also relevant for descriptive statistics data. It helps to determine whether sample data was drawn from a normally distributed population. The research design adopted by the study was hybrid with a bias towards qualitative side, this means that qualitative analysis method prominently featured during data analysis. In this case the researcher was interested in analyzing information in a systematic way in order to come to some useful conclusions and recommendations Qualitative analysis aspect attempted to summarize the data using both inferential and descriptive statistics. According to Frost T (2020), descriptive statistics use the standard statistical tools like measure of central tendency, dispersion and skewness or symmetric to show the behavior of data on the graph, while the inferential statistic use hypothesis testing, confidence interval and regression analysis to analyze data. The regression model is as presented below and it shows the relationship between organization performance as dependent variable and independent variables that guided the study in terms of specific objectives and it helps to minimize the level of multicollinearity of variables.

3.11.1 NSSF performance Regression Model.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$$

Y	=	NSSF performance.
α	=	Constant.
β_{1-6}	=	Regression coefficients.
X_1	=	Organization leadership.
X_2	=	Organization structure.
X_3	=	Organization culture.
X_4	=	Organization communication.
X_5	=	Organization resources
e	=	Error term.

Analyzed data was then presented in form of percentages, using frequency distribution tables, bar charts, graphs and pie charts. Stanton (2015) contends that the aforementioned data presentation methods serve the purpose of capturing the reader's attention, efficiently conveying a substantial amount of information, and facilitating the perception of data relationships, trends, and tendencies.

3.11.2 Moderating analysis.

Moderator analysis is used to determine whether the relationship between the variables depending on how moderated by the value of the third variable. A moderating variable is a variable that affects the relationship between a dependent and independent variable (Bobbit Z. 2021) According to Abreu. G. (2023) a moderating variable affects the strength or direction of the relationship between dependent and independent variable

When performing regression analysis , we are often interested in understanding how changes in independent variable affect a dependent variable .

3.11.3 Moderating regression model.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 Z + e$$

Y = NSSF performance.

α = Constant.

β_{1-6} = Regression coefficients.

X_1 = Organization leadership.

X_2 = Organization structure.

X_3 = Organization culture.

X_4 = Organization communication.

X_5 = Organization resources

$\beta_6 Z$ = Moderating variable

e = Error term.

3.11.4 Effect of moderating variable Regression model.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + Z (\beta_6 X_1 + \beta_7 X_2 + \beta_8 X_3 + \beta_9 X_4 + \beta_{10} X_5) + e$$

Y = NSSF performance.

α = Constant.

β_{1-6} = Regression coefficients.

X_1 = Organization leadership.

X_2 = Organization structure.

X_3 = Organization culture.

X_4 = Organization communication.

X_5 = Organization resources

Z ($\beta_6 X_1$) = Effect of moderating variable on leadership.

Z ($\beta_7 X_2$) = Effect of moderating variable on structure

$Z (\beta_8 X_3$	=	Effect of moderating variable on culture
$Z (\beta_9 X_4$	=	Effect of moderating variable on communication
$Z (\beta_{10} X_5$	=	Effect of moderating variable on resource allocation
e	=	Error term.

3.12 Ethical issues in research

When it comes to carrying out a study, the researcher must strictly adhere to the principles that are mentioned in the research ethics document itself. They either provide assistance to them or carry out the analysis in a proper method while considering the rights of the individuals who are in the study. The war criminal trials that took place following World War II are the source of the worry over the ethical treatment of research participants. It is possible to trace the beginnings of this issue back to an earlier time. The organization that is now known as "the Nuremberg code..." was the source of inspiration for a considerable number of the ethical criteria that were finally recognized by the American Psychological Association (APA) in the year 1951. According to Borden and Abott (2017), one of the objectives of this code is that participants must be given the chance to acquire information about the nature of the research, the aim of the investigation, and the duration of the study.

The researcher focused on a variety of ethical issues that were taken into account before, during, and after the process of data collection. These concerns were taken into consideration, and they were taken into account. The researcher ensured that they adhered to the following ethical criteria: informed permission; confidentiality and privacy; anonymity; demeanor and decorum; the preservation of data; and plagiarism, as will be explained in further detail below:

It was entirely optional for the participants to supply the information that was requested. The basis upon which informed consent is based is the participant's right to freedom and the fact that they have the power to make their own decisions. It has been said by Louis et al. (2011) that approval signifies that the participant is provided with the capacity to make a choice and that the responder is provided with a portion of the responsibility in the event that an issue or difficulty emerges during the course of the study. According to Ary (2010), the concept of informed consent guarantees that participants are completely aware of the possible risks that are connected with taking part in the study as well as the results that may arise from their involvement. During the course of this investigation, the researcher made certain that the participants who agreed to take part in the study were given information on the goals of the research. Additionally, the participants were given the choice to either take part in the study or decline to do so according to their own preferences.

When doing research with human subjects that adheres to ethical standards, it is very necessary to demonstrate respect for their right to privacy (Ary, 2010). During the course of this research project, the researcher ensured that the participants' privacy was maintained by encrypting the information that was saved on the computer using a password. The purpose of this action was to ensure that the data would not be accessible to any other persons without the approval of the researcher. The researcher also aggregated the responses of the respondents in such a manner that it was hard to establish the score of each individual participant within the grouped data. This was done in order to ensure that the results were accurate. Participants were given the assurance that whatever information they supplied would not be disseminated or shared with any other person; rather, any information they provided would be utilized only for the purpose of conducting research. The source of the data that was acquired was only provided to another person after the researcher obtained consent from the participant (Ary, 2010). This was the only time the data was

ever released. This action was taken to ensure that the confidentiality of the information was preserved.

In the context of this discussion, the term "anonymity" refers to the act of hiding the identity of certain individuals. All individuals who take part in any form of research study have the right to remain anonymous throughout the process. The researcher made sure that the questionnaires did not include any information that might be used to identify the participants who took part in the study. This was done in order to ensure that the findings of the study were kept completely secret. Plagiarism was avoided by attributing all citations.



CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction.

In this pivotal chapter, the researcher embarked on a detailed exploration and analysis of the data gathered, unraveling the insights garnered from the study. This chapter serves as the crucible where raw information is transformed into meaningful knowledge, laying the groundwork for informed conclusions and practical implications. The systematic approach employed in research methodology converges here, revealing the patterns and relationships in relation to the study objectives and hypothesis.

4.1 Response Rate.

A total of 186 samples were selected for the survey, but only 152 of these samples responded. The response rate of approximately 81.7% suggests that a significant majority of the selected samples participated in the survey or study. A higher response rate is generally desirable as it indicates a more representative sample. An 81.7% response rate is excellent according to the guidelines provided by Mugenda and Mugenda (2012). With a response rate exceeding 70%, your survey response rate falls into the category of "exceptional." This suggests a high level of engagement and participation among the sampled individuals, indicating a strong likelihood that the collected data was highly representative of the population under study.

Table 3: Response Rate

Response	Frequency	Percentage
Completed questionnaires	152	81.7
Uncompleted Questionnaires	34	18.3
Total	186	100

Source: Field Data (2023)

4.2 Reliability Results

The reliability results, as presented in Table 4.1, indicate the internal consistency or reliability of the measurement scales for each variable. The alpha values (Cronbach's alpha) are commonly used as a measure of reliability, with higher values generally indicating greater reliability.

Table 4: Reliability Results

Variable	Item	Alpha value	Recommendations
Organization leadership	10	0.803	Reliable
Organization structure	6	0.780	Reliable
Organization culture	7	0.774	Reliable
Organization communication	13	0.821	Reliable
Organization resources allocation	6	0.802	Reliable

Technology	8	0.844	Reliable
Performance	6	0.811	Reliable

Source: Field Data (2023)

The alpha value of 0.803 suggests a high level of internal consistency among the items measuring organization leadership. This indicates that the items in this variable are reliable and consistently measure the concept of organization leadership. The alpha value of 0.780 indicates a good level of internal consistency for the items measuring organization structure. The scale is reliable, suggesting that the items effectively capture the concept of organization structure. With an alpha value of 0.774, the items measuring organization culture demonstrate a good level of internal consistency. This suggests that the items reliably measure the effectiveness of organization culture. The alpha value of 0.821 indicates a high level of internal consistency for the items measuring organization communication. This suggests that the items reliably capture the concept of organization communication. The alpha value of 0.802 suggests a high level of internal consistency for the items measuring organization resources allocation. This indicates that the items reliably measure the concept of organization resources allocation. The alpha value of 0.844 suggests a high level of internal consistency for the items measuring technology. This indicates that the items reliably measure the concept of technology. The alpha value of 0.811 suggests a high level of internal consistency for the items measuring performance. This indicates that the items reliably measure the concept of performance. All variables, including organization leadership, organization structure, organization culture, organization communication, organization resources allocation, technology and performance exhibit alpha values above 0.70. The generally high alpha values indicate good reliability for each variable's measurement scale.

4.3 Demographic Information

The background information about the respondents in the study on the assessment of the strategy implementation process on the performance of the National Social Security Fund (NSSF) in Kenya provides insights into the composition of the surveyed employees.

4.3.1 Age group

The distribution of the respondents by age group is presented in table 5.

Table 5: Age group

Age group	Frequency	Percent
20-30 years	39	25.7
30-40 years	42	27.6
40-50 years	41	27.0
51 years and above	30	19.7
Total	152	100.0

Source: Field Data (2023)

The 30-40 years and 40-50 years age groups together constitute a significant portion (27.6% + 27.0% = 54.6%) of the workforce. This indicates a substantial presence of individuals in their prime working years. The 20-30 years age group represents a substantial portion (25.7%). The 51 years and above age group, while the smallest in percentage (19.7%), still represents an experienced segment of the workforce. Their knowledge and expertise may contribute significantly to the organization. The balanced age distribution suggests a workforce with a mix of perspectives, skills, and experiences.

4.3.2 Education level

Table 6 presents the results on the respondents' highest education levels.

Table 6: Education level

Education level	Frequency	Percent
High school	8	5.3
College	30	19.7
Graduate	89	58.6
Post graduate	25	16.4
Total	152	100.0

Source: Field Data (2023)

A significant majority of respondents (58.6%) held a graduate-level education. While a substantial proportion has graduate-level education, there is also diversity in education levels, with respondents having completed high school (5.3%), college (19.7%), and post-graduate (16.4%) education. This suggests a well-educated workforce, potentially bringing advanced skills, critical thinking abilities, and specialized knowledge to the organization.

4.3.3 Position held in organization

The breakdown of the respondents by position provides insights into the composition of the surveyed employees.

Table 7: Position held in organization

Position held	Frequency	Percent
Junior staff	65	42.8
Junior management	64	42.1
Senior management	23	15.1
Total	152	100.0

Source: Field Data (2023)

The majority of respondents are either in junior staff positions (42.8%) or junior management positions (42.1%). This suggests a substantial presence of individuals at the operational and mid-level managerial levels. Senior management positions are held by a smaller proportion of respondents (15.1%). While this group may be smaller, their roles likely involve decision-making and strategic responsibilities. The concentration of employees in junior staff and junior management positions implies a workforce with a primary focus on operational tasks and day-to-day management responsibilities.

4.3.4 Period served in the organization

The distribution of the demographic information on the years of experience of the respondents is presented in table 8.

Table 8: Period served in the organization

Period	Frequency	Percent
1-10 years	75	49.3
11-20 years	24	15.8
21-30 years	42	27.6
31years and above	11	7.2
Total	152	100.0

Source: Field Data (2023)

The respondents exhibit a diverse range of experience levels, with individuals ranging from 1 to 10 years (49.3%), 11 to 20 years (15.8%), 21 to 30 years (27.6%), and 31 years and above (7.2%). This diversity can contribute to a mix of perspectives, skills, and institutional knowledge within the organization. The presence of a relatively young workforce suggests a potential for adaptability to change.

4.4 Descriptive Statistics of the Variables

Descriptive statistics were employed to summarize and analyze the responses related to the variables. Descriptive statistics provide a comprehensive overview of the central tendency and variability of responses. The mean and standard deviation were the key metrics that were calculated and analyzed. These statistics may help researchers and stakeholders understand the overall sentiment and consensus among respondents regarding the variables within the National Social Security Fund. For each statement, the descriptive statistics offer insights into the average level of agreement, the dispersion of opinions, and the presence of any significant trends or patterns.

4.4.1 Organization Leadership

The study aimed to measure the perceptions of respondents regarding various statements related to organizational leadership. Participants were asked to indicate the extent to which they agree or disagree with these statements.

Table 9: Statements on Organization Leadership

	N	Min	Max	Mean	Std. Dev
NSSF leaders are change driven	152	1.00	5.00	3.78	1.04
NSSF leaders have mobilization ability	152	1.00	5.00	3.68	.82
NSSF leaders think rationally and openly (Globally)	152	1.00	5.00	3.55	.93
NSSF leadership has integrity issues	152	1.00	5.00	3.51	1.07
NSSF leadership has good communication skills	152	1.00	5.00	3.74	1.11
NSSF leaders have entrepreneurial spirit – take reasonable risk	152	1.00	5.00	3.70	1.07
NSSF leadership is focused and objectives	152	1.00	5.00	3.71	1.05
NSSF leadership motivates personal and organization growth	152	1.00	5.00	3.62	1.07
NSSF Leadership is flexible and accommodative of staff's opinion.	152	1.00	5.00	3.37	1.05
NSSF Leadership is resilient at time of crisis	152	1.00	5.00	3.42	1.14
Valid N (listwise)	152				

Source: Field Data (2023)

With a mean of 3.78 and a standard deviation of 1.04, there is a general agreement among participants that NSSF leaders are change-driven, though the high standard deviation indicates varied opinions. The leadership's communication skills are viewed positively (mean: 3.74), but the high standard deviation (1.11) suggests diverse viewpoints among respondents. Focused and objective leadership at NSSF is acknowledged (mean: 3.71), yet the responses (standard deviation: 1.05) vary significantly, indicating differing perceptions. There's an agreement on the leadership having an entrepreneurial spirit and taking reasonable risks (mean: 3.70), but opinions differ considerably (standard deviation: 1.07). The ability of leaders to mobilize is agreed upon (mean: 3.68), with responses being more consistent (standard deviation: 0.82) compared to other attributes. Motivating personal and organizational growth is another area of agreement (mean: 3.62), but the diversity in responses (standard deviation: 1.07) is noteworthy. Rational and open thinking by the leaders is generally agreed upon (mean: 3.55), with some variation in responses (standard deviation: 0.93). The statement regarding integrity issues in leadership shows a mild

level of agreement (mean: 3.51) but is met with diverse opinions (standard deviation: 1.07). Resilience of the leadership during crises has a near-neutral mean of 3.42, with the highest standard deviation (1.14) in the set, indicating highly diverse views. The leadership's flexibility and accommodation of staff opinions are somewhat agreed upon (mean: 3.37), with a notable range of opinions (standard deviation: 1.05).

4.4.2 Organization Structure

The study aimed to measure the perceptions of respondents regarding various statements related to organizational structure. Participants were asked to indicate the extent to which they agree or disagree with these statements.

Table 10: Statements on Organization Structure

	N	Min	Max	Mean	Std. Dev
Our organization has clearly defined roles	152	1.00	5.00	4.13	.95
Decision making takes a long time	152	1.00	5.00	3.70	.98
Our organization has defined authority and autonomy	152	1.00	5.00	3.83	.86
Our organization allow departments to plan & execute their plans	152	2.00	5.00	3.80	.77
In our organization HOD comprise diversity to achieve organization objective	152	1.00	5.00	3.62	.92
In our organization HOD have limited powers to plan and execute their activities.	152	2.00	5.00	3.33	.74
Valid N (listwise)	152				

Source: Field Data (2023)

The organization having clearly defined roles is strongly agreed upon by participants, as indicated by a mean of 4.13. The standard deviation of 0.95 shows some variation in opinions, but overall, the view is consistent. There is a general agreement that the organization has defined authority and autonomy, with a mean of 3.83. The standard deviation of 0.86 points to a moderate level of diversity in responses. Allowing departments to plan and execute their plans is agreed upon by participants, as reflected by a mean of 3.80. The relatively low standard deviation of 0.77 suggests more uniform agreement among respondents. Decision-making taking a long time is generally agreed upon, indicated by a mean of 3.70. However, the standard deviation of 0.98, close to 1, reveals a notable range of opinions on this aspect. There is agreement, albeit closer to neutral, that Heads of Departments (HOD) comprise diversity to achieve the organization's objectives, with a mean of 3.62. The standard deviation of 0.92 suggests moderate diversity in viewpoints. The statement regarding the limited powers of HODs to plan and execute their activities receives a mean of 3.33, indicating a neutral stance. The standard deviation of 0.74 shows that this view is relatively consistent among participants, with less variation.

4.4.3 Organization culture

The study aimed to measure the perceptions of respondents regarding various statements related to organizational culture. Participants were asked to indicate the extent to which they agree or disagree with these statements.

Table 11: Statements on Organization Culture

	N	Min	Max	Mean	Std. Deviation
Our leaders are major promoters of core values	152	1.00	5.00	3.68	.96
Managers have a unified purpose	152	1.00	5.00	3.49	1.08
Managers recognize and appreciate hard work	152	1.00	5.00	3.50	1.13
A good organization culture assist in goals achievement	152	1.00	5.00	3.74	1.02
A good culture enhance social systems stability	152	1.00	5.00	3.86	.95
Valid N (listwise)	152				

Source: Field Data (2023)

A mean of 3.86 with a standard deviation of 0.95 for the statement about good culture enhancing social systems stability indicates that participants generally agree with this view. However, the standard deviation suggests some variation in opinions. The statement regarding a good organizational culture assisting in goal achievement has a mean of 3.74, showing agreement among participants. The standard deviation of 1.02, being over 1, indicates a significant diversity in responses. For the role of leaders as major promoters of core values, the mean is 3.68, reflecting agreement. The standard deviation of 0.96 points to a moderate level of diversity in opinions. The recognition and appreciation of hard work by managers receive a mean of 3.50. This suggests a general agreement. The higher standard deviation of 1.13 indicates a wide range of opinions on this aspect. With a mean of 3.49, the statement that managers have a unified purpose is closer to a neutral stance, slightly leaning towards agreement. The standard deviation of 1.08 reveals a notable variation in responses, suggesting diverse views among participants.

The study had a further follow up question on the extent to which the organization culture impacted organizational performance in specific areas as presented in table 12.

Table 12: Effect of organization culture on organizational performance in specific areas

	N	Minimum	Maximum	Mean	Std. Deviation
Conflict education	152	2.00	5.00	3.76	.90
Improved education	152	1.00	5.00	3.67	.89
Improved control and co-ordination	152	2.00	5.00	3.71	.93
Convey sense of identity	152	2.00	5.00	3.74	.77
Enhance social system stability	152	2.00	5.00	3.70	.81
Reduce uncertainty	152	2.00	5.00	3.56	.71
Assist goal achievement	152	1.00	5.00	3.61	.81
Valid N (listwise)	152				

Source: Field Data (2023)

With a mean of 3.76 and a standard deviation of 0.90, there is a general agreement among participants that the organization's culture has positively impacted conflict education. The variation in responses is moderate. The mean of 3.74 and a standard deviation of 0.77 indicate that participants agree the organizational culture effectively conveys a sense of identity. The lower

standard deviation suggests more consistent opinions among respondents. The agreement on improved control and coordination due to organizational culture is evident, with a mean of 3.71. The standard deviation of 0.93 shows some diversity in opinions. The mean of 3.70, close to that of improved control and coordination, reflects agreement that organizational culture enhances social system stability. The standard deviation of 0.81 points to a moderate level of diversity in responses. A mean of 3.67 suggests that participants generally agree that organizational culture has led to improved education. The standard deviation of 0.89 indicates a fair amount of variation in these views. The mean of 3.61, indicate agreement that organizational culture has assisted goal achievement. The standard deviation of 0.81 reflects a moderate range of opinions. With a mean of 3.56 and the lowest standard deviation of 0.71 in this set, there's a general agreement that organizational culture helps in reducing uncertainty, and this view is more consistently held among participants.

4.4.4 Organization Communication

The study aimed to measure the perceptions of respondents regarding various statements related to organization communication. Participants were asked to indicate the extent to which they agree or disagree with these statements.

Table 13: Statements on Organization communication

	N	Min	Max	Mean	Std. Dev
NSSF uses vision and mission as a mode of communication	152	1.00	5.00	4.05	1.00
NSSF uses emails as a mode of communication.	152	1.00	5.00	3.82	.86
NSSF uses intranet as a mode of communication.	152	2.00	5.00	3.72	.81
NSSF uses letters as a mode of communication.	152	2.00	5.00	3.81	.79
NSSF uses work manuals as a mode of communication.	152	1.00	5.00	3.57	.99
NSSF uses staff handbooks as a mode of communication	152	1.00	5.00	3.38	.99
NSSF uses meetings as a mode of communication.	152	1.00	5.00	3.81	.99
NSSF uses print and electronic mass media as a mode of communication	152	2.00	5.00	3.80	.74
NSSF uses customer handbooks as a mode of communication	152	2.00	5.00	3.74	.73
NSSF uses promotional materials as a mode of communication.	152	2.00	5.00	3.53	.78
NSSF uses websites as a mode of communication.	152	1.00	5.00	3.93	.88
NSSF uses social media as a mode of communication.	152	1.00	5.00	4.05	.87
NSSF uses annual general meetings as a mode of communication	152	1.00	5.00	3.82	1.10
Valid N (listwise)	152				

Source: Field Data (2023)

A mean of 4.05 and a standard deviation of 1.00 suggest strong agreement among participants that NSSF uses its vision and mission as a mode of communication, but the high standard deviation indicates varied opinions. Also with a mean of 4.05 but a lower standard deviation of 0.87, there's strong agreement on the use of social media for communication, with slightly more consistency in responses compared to vision and mission. The mean of 3.93 and a standard deviation of 0.88 show that participants generally agree that websites are used for communication, with moderate variation in opinions. A mean of 3.82 and a standard deviation of 0.86 indicate general agreement on the use of emails for communication, with a fairly consistent view among respondents. The mean of 3.82 and a standard deviation of 1.10 suggest agreement on the use of annual general meetings for communication, but the high standard deviation indicates a significant diversity in responses. With a mean of 3.81 and a standard deviation of 0.79, there's general agreement that letters are used as a communication mode, with relatively consistent opinions. A mean of 3.81 and a standard deviation of 0.99 indicate that meetings are a common mode of communication, but opinions vary quite a bit. The mean of 3.80 and a low standard deviation of 0.74 suggest a general agreement on the use of print and electronic mass media, with more uniform opinions than other methods. A mean of 3.74 and a standard deviation of 0.73 indicate that customer handbooks are used for communication, with a relatively consistent agreement among participants. With a mean of 3.72 and a standard deviation of 0.81, the use of the intranet for communication is generally agreed upon, with moderate variation in responses. A mean of 3.57 and a standard deviation of 0.99 suggest a mild agreement on the use of work manuals for communication, but with considerable diversity in opinions. The mean of 3.53 and a standard deviation of 0.78 indicate a mild agreement on the use of promotional materials, with relatively consistent views. A mean of 3.38 and a standard deviation of 0.99 show a neutral stance on the use of staff handbooks for communication, with diverse opinions.

4.4.5 Organization Resources

The study aimed to measure the perceptions of respondents regarding various statements related to organization resources. Participants were asked to indicate the extent to which they agree or disagree with these statements.

Table 14: Statements on Organization Resources

	N	Min	Max	Mean	Std. Deviation
NSSF follows a due process to recruit, select & promote employees	152	1.00	5.00	3.43	1.19
NSSF is sufficiently staffed	152	1.00	5.00	2.93	1.13
Financial rewards minimizes employee turn over	152	1.00	5.00	3.47	1.20

Job security minimizes organization employee turn over	152	1.00	5.00	3.63	.92
Human resources is key to organization performance.	152	2.00	5.00	3.89	.82
Financial resource is key to organization performance.	152	2.00	5.00	3.93	.93
Attractive salary minimize employee turn over	152	1.00	5.00	3.59	1.11
Job satisfaction enhance employee performance	152	2.00	5.00	3.62	.94
Allowances minimize employee turn over	152	1.00	5.00	3.32	1.06
Promotions enhance employee performance	152	1.00	5.00	3.64	1.03
Valid N (listwise)	152				

Source: Field Data (2023)

A mean of 3.93 and a standard deviation of 0.93 indicate that participants generally agree that financial resources are crucial for organizational performance, with a moderate level of variation in responses. The mean of 3.89 and a standard deviation of 0.82 suggest a general agreement on the importance of human resources in organizational performance, with a relatively consistent view among participants. With a mean of 3.64 and a standard deviation of 1.03, there's an agreement that promotions boost employee performance, but the responses vary significantly, indicating diverse opinions. The mean of 3.63 and a standard deviation of 0.92 show that participants generally agree that job security can reduce employee turnover, with some variation in views. A mean of 3.62 and a standard deviation of 0.94 indicate agreement that job satisfaction improves employee performance, but with notable diversity in responses. The statement has a mean of 3.59 and a high standard deviation of 1.11, reflecting agreement but with a significant range of opinions on the impact of salary on employee turnover. A mean of 3.47 and the highest standard deviation of 1.20 in this set suggest a mild agreement on the role of financial rewards in reducing turnover, but with a wide array of opinions. The mean of 3.43 and a standard deviation of 1.19 indicate a mild agreement with some significant variation in opinions regarding NSSF's recruitment, selection, and promotion processes. With a mean of 3.32 and a standard deviation of 1.06, there's a mild agreement that allowances can reduce turnover, but opinions vary quite a bit. The mean of 2.93 and a standard deviation of 1.13 suggest a closer to neutral stance on whether NSSF is sufficiently staffed, with a high diversity in responses, indicating mixed opinions.

The study further sought to establish the strategic resources available to organizations. The following are the responses regarding the strategic resources available to organizations.

Table 15: Strategic resources available to organizations

	N	Min	Max	Mean	Std. Deviation
Time resource eg working hours	152	3.00	5.00	4.29	.62
Human/ employees resources	152	1.00	5.00	3.76	1.03
Financial resources	152	2.00	5.00	3.84	.86

Entrepreneur skills	152	1.00	5.00	3.42	1.02
Office space/ land	152	1.00	5.00	3.56	1.00
Information resource	152	1.00	5.00	3.98	.99
Equipment's eg electronic and vehicles	152	1.00	5.00	3.80	.89
Brand and copyrights	152	1.00	5.00	3.66	1.04
Valid N (listwise)	152				

Source: Field Data (2023)

With a mean of 4.29 and a standard deviation of 0.62, there's a strong agreement among participants that time resources are available, with a relatively low level of variation in responses, indicating consistency in this viewpoint. The mean of 3.98 and a standard deviation of 0.99 indicate general agreement on the availability of information resources, but with a notable range of opinions. A mean of 3.84 and a standard deviation of 0.86 suggest that participants agree on the availability of financial resources, with some diversity in views. The mean of 3.80 and a standard deviation of 0.89 show agreement on the availability of equipment, but the responses vary moderately. With a mean of 3.76 and a standard deviation of 1.03, there's general agreement that human resources are available, but the wide range of opinions indicates diverse perceptions about their availability. The mean of 3.66 and a standard deviation of 1.04 reflect a moderate agreement on the availability of brand and copyrights, with considerable variation in responses. A mean of 3.56 and a standard deviation of 1.00 suggest a moderate level of agreement about the availability of office space and land, with a significant diversity in opinions. The statement has a mean of 3.42 and a standard deviation of 1.02, indicating a mild agreement on the availability of entrepreneurial skills. The responses show a considerable range of opinions.

4.4.6 Technology

In the research study Technology was gauged through a rating system. Participants were asked to rate statements that reflect how technology influences performance at NSSF.

Table 16: Statement on technology

	N	Min	Max	Mean	Std. Deviation
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Technology promotes innovation creativity at NSF	152	2.00	5.00	4.08	.87
Technology improve communication through emails and websites.	152	3.00	5.00	4.39	.58
Technology assist data analysis, storage and retrieval.	152	3.00	5.00	4.37	.64
Technology save time and simplify time consuming tasks.	152	3.00	5.00	4.32	.69
Technology help staff to multtask functions.	152	2.00	5.00	4.12	.72
Technology help to track and monitor processes.	152	3.00	5.00	4.34	.64
Technology expedites service delivery and improve customers satisfaction.	152	3.00	5.00	4.29	.64
Technology help staff to work away from the office.	152	1.00	5.00	3.56	1.02
Valid N (listwise)	152				

Source: Field Data (2023)



With a mean of 4.39 and a standard deviation of 0.58, there is a strong agreement among participants that technology enhances communication via emails and websites. The low standard deviation indicates a high level of consistency in these views. The mean of 4.37 and a standard deviation of 0.64 suggest a strong agreement on the role of technology in aiding data analysis, storage, and retrieval, with relatively uniform opinions among participants. A mean of 4.34 and a standard deviation of 0.64 indicate strong agreement that technology is helpful in tracking and monitoring processes, with a moderate level of consistency in responses. The mean of 4.32 and a standard deviation of 0.69 show that participants strongly agree that technology saves time and simplifies tasks, though there is some variation in how strongly this is felt. With a mean of 4.29 and a standard deviation of 0.64, there is strong agreement that technology speeds up service delivery and enhances customer satisfaction, with moderately consistent responses. The mean of 4.12 and a standard deviation of 0.72 indicate a general agreement that technology aids in multitasking, but with a higher level of variability in opinions compared to other statements. A mean of 4.08 and a standard deviation of 0.87 suggest a general agreement that technology fosters innovation and creativity, but the higher standard deviation points to a wider range of opinions. The mean of 3.56 and the highest standard deviation of 1.02 in this set indicate that participants generally agree technology enables remote work, but there is significant diversity in how strongly this is perceived.

4.4.7 Performance measurement at NSSF

The participants were asked to indicate their rating on how they perceive performance at NSSF. This performance measurement component serves as a quantitative tool to systematically capture respondents' views on various aspects of NSSF's performance.

Table 17: Performance measurement at NSSF

	N	Min	Max	Mean	Std. Dev
Performance is measured against any submission statement	152	2.00	5.00	3.57	.89
Performance is measured on the membership growth	152	1.00	5.00	3.97	.99
Performance is measured based on revenue collection	152	2.00	5.00	3.97	.77
Performance is measured on benefits paid to members	152	1.00	5.00	4.02	.68
Performance is measure based on employee satisfaction	152	1.00	5.00	3.87	.78
Performance is measured based on return on investment and net asset growth	152	1.00	5.00	4.11	.83
Valid N (listwise)	152				

Source: Field Data (2023)

A mean of 4.11 with a standard deviation of 0.83 indicates strong agreement among participants that performance is measured by ROI and net asset growth, with some variation in responses. The mean of 4.02 and a standard deviation of 0.68 suggest a high level of agreement that measuring performance based on benefits paid to members is important, with relatively consistent opinions among respondents. A mean of 3.97 and a standard deviation of 0.99 indicate general agreement that membership growth is a key performance metric, but with a notable range of opinions. With a mean of 3.97 and a standard deviation of 0.77, there's agreement that revenue collection is a measure of performance, with moderate consistency in views. The mean of 3.87 and a standard deviation of 0.78 show that there's general agreement on the importance of employee satisfaction as a performance metric, with some variation in how strongly this is felt. A mean of 3.57 and a standard deviation of 0.89 suggest a mild agreement that performance is measured against submission statements, but the responses vary more than in other areas.

4.5 Diagnostics Tests

To address various forms of bias that might affect a research outcome accuracy and validity, the study used diagnostic tests to ensure that there are no violation of assumptions before inferential statistics analysis.

4.5.1 Testing of Normality

Tests for normality was employed to investigate the distribution of the scores associated with the dependent variable. This involves utilizing statistical methods to evaluate whether the distribution of these scores aligns with the normal distribution, which is often assumed in many statistical analyses. Ensuring that the dependent variable is normally distributed is a critical step in validating the assumptions of many statistical models and in obtaining reliable and valid results. The study used Shapiro wilk test, to determine whether data is normally distributed and visualised using the Q-Q plots.

Table 18 shows the results of the Shapiro-Wilk test for normality for different variables, including Leadership, Structure, Culture, Communication, Resources, Technology, and Performance. The

Shapiro-Wilk test is used to assess whether a given sample comes from a normally distributed population. In this test, the null hypothesis (H_0) is that the data follows a normal distribution.

Table 18: Tests of Normality

	Shapiro-Wilk		
	Statistic	df	Sig.
Leadership	.888	152	.456
Structure	.837	152	.107
Culture	.927	152	.089
Communication	.942	152	.283
Resources	.946	152	.703
Technology	.935	152	.356
Performance	.971	152	.402

Source: Field Data (2023)

With a p-value of 0.456, we do not reject the null hypothesis at a typical significance level (e.g., 0.05). This suggests that there is no significant evidence to conclude that the Leadership variable deviates from a normal distribution. The p-value of 0.107 indicates that, based on the Shapiro-Wilk test, there is no strong evidence to reject the null hypothesis for the Structure variable. The data does not significantly depart from normality. With a p-value of 0.089, there is no significant evidence to reject the null hypothesis for the Culture variable. The data does not appear to deviate significantly from normal distribution. The p-value of 0.283 suggests that there is no strong evidence to reject the null hypothesis for the Communication variable. The data does not show significant departure from normality. The high p-value of 0.703 indicates that there is no significant evidence to reject the null hypothesis for the Resources variable. The data does not significantly depart from normality. With a p-value of 0.356, there is no strong evidence to reject the null hypothesis for the Technology variable. The data does not significantly deviate from normality. The p-value of 0.402 suggests that there is no significant evidence to reject the null hypothesis for the Performance variable. The data does not show significant departure from normality.

The normality test was also demonstrated through the use of Q-Q plots. A variable is said to be normally distributed if the majority of its points are on the hypothesized quartile line derived from the normal QQ plot (Shenoy & Madan, 1994).

Q-Q Plot for Leadership

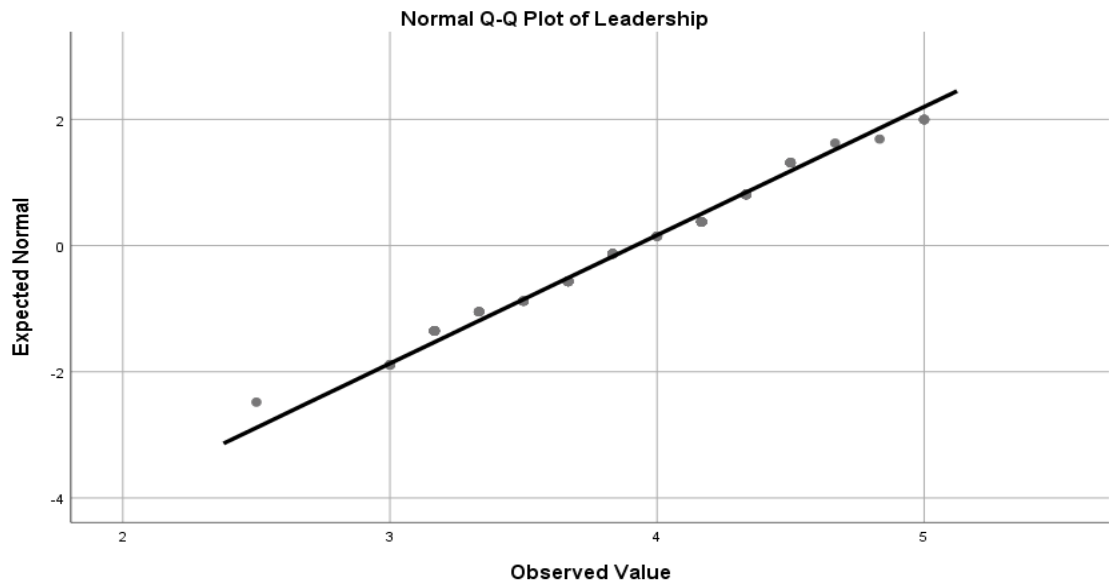


Figure 2: Q-Q Plot for Leadership

Based on Figure 2, there is no significant deviation of the observed value from the expected normal value. Thus the data for leadership variable exhibits a normal distribution.

Q-Q Plot for Structure

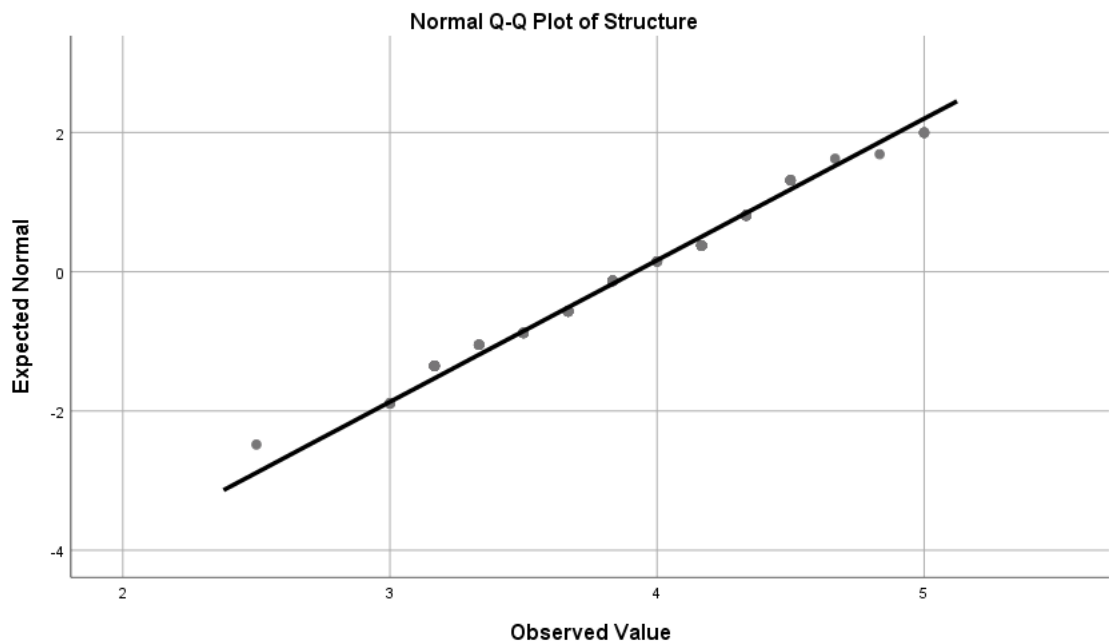


Figure 3: Q-Q Plot for Structure

Based on Figure 3, there is no significant deviation of the observed value from the expected normal value. Thus the data for organization structure variable exhibits a normal distribution.

Q-Q Plot for Culture

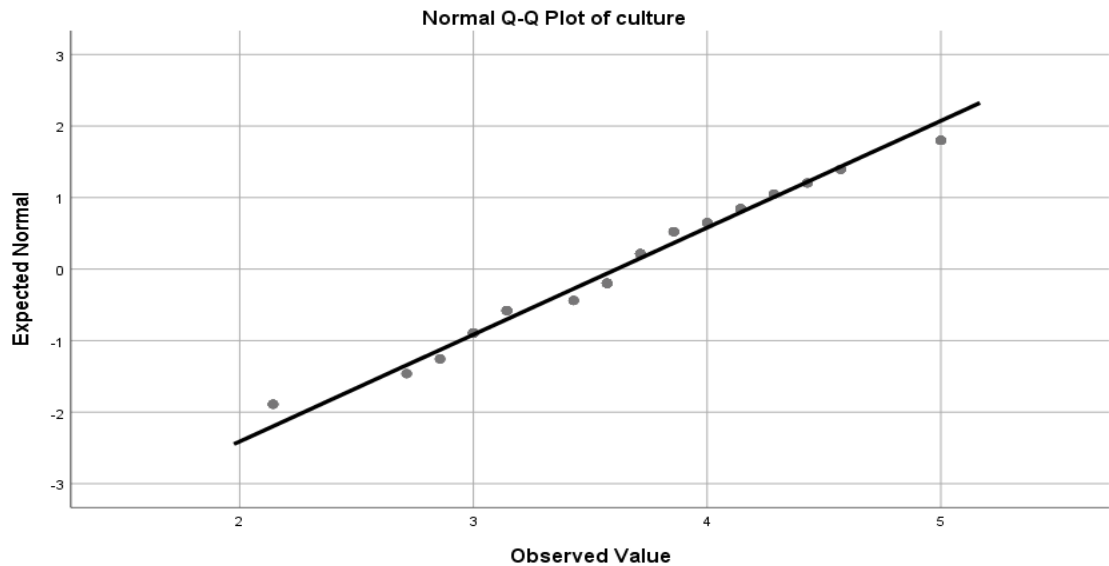


Figure 4: Q-Q Plot for Culture

Based on Figure 4, there is no significant deviation of the observed value from the expected normal value. Thus the data for culture variable exhibits a normal distribution.

Q-Q Plot for Communication

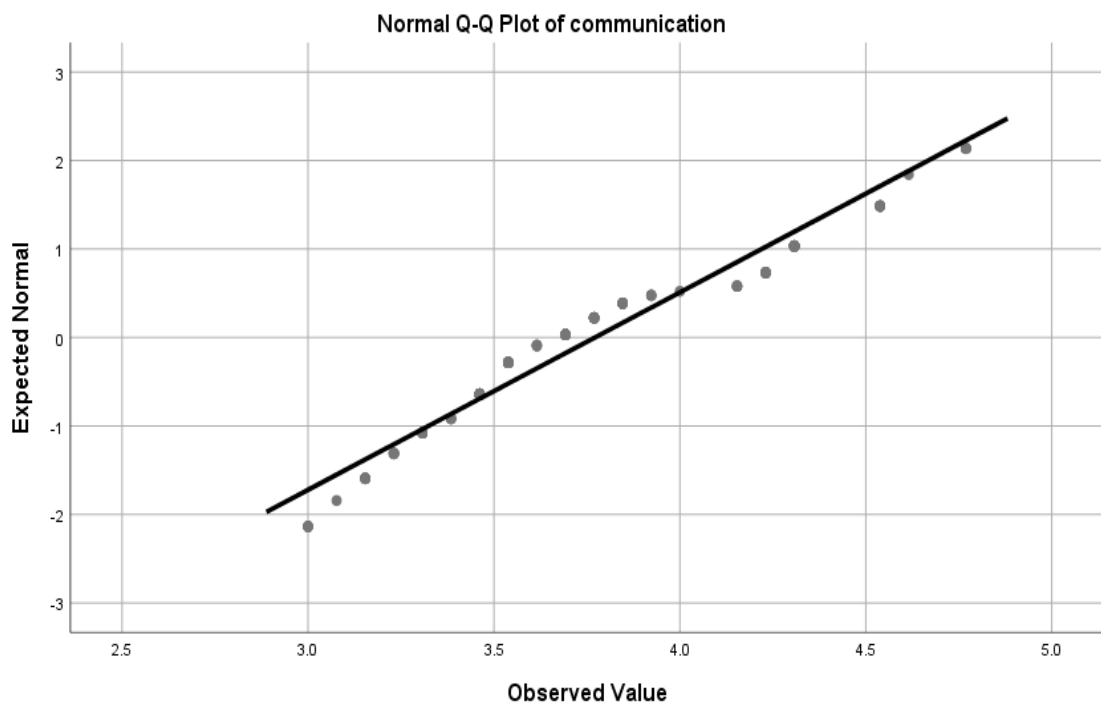


Figure 5: Q-Q Plot for Communication

Based on Figure 5, there is no significant deviation of the observed value from the expected normal value. Thus the data for communication variable exhibits a normal distribution.

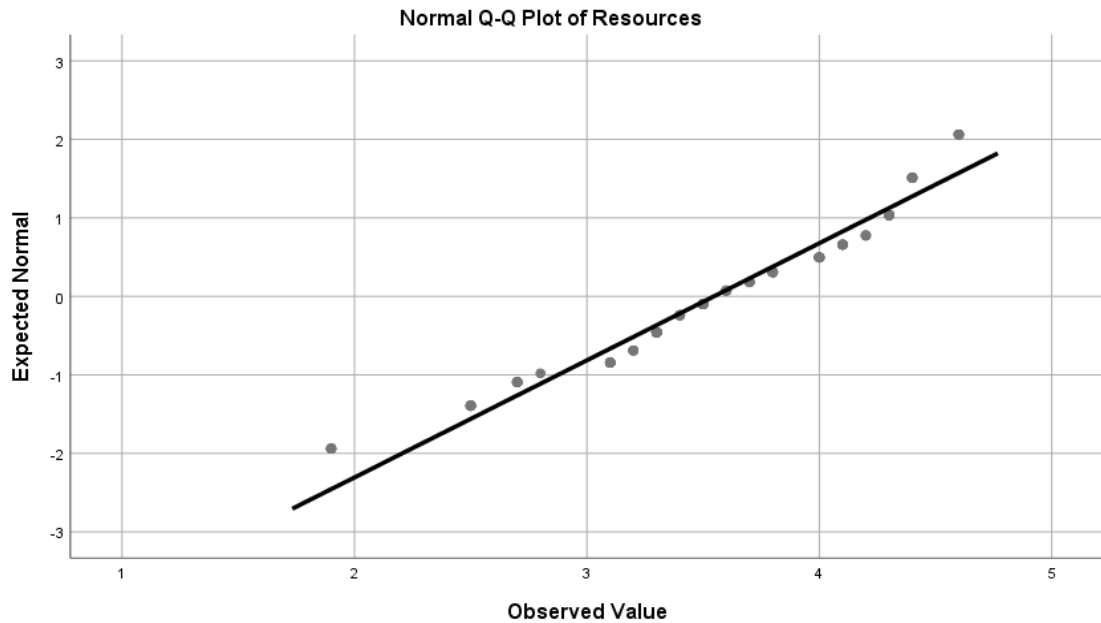


Figure 6: Q-Q Plot for Resources

Based on Figure 6, there is no significant deviation of the observed value from the expected normal value. Thus the data for resources variable exhibits a normal distribution.

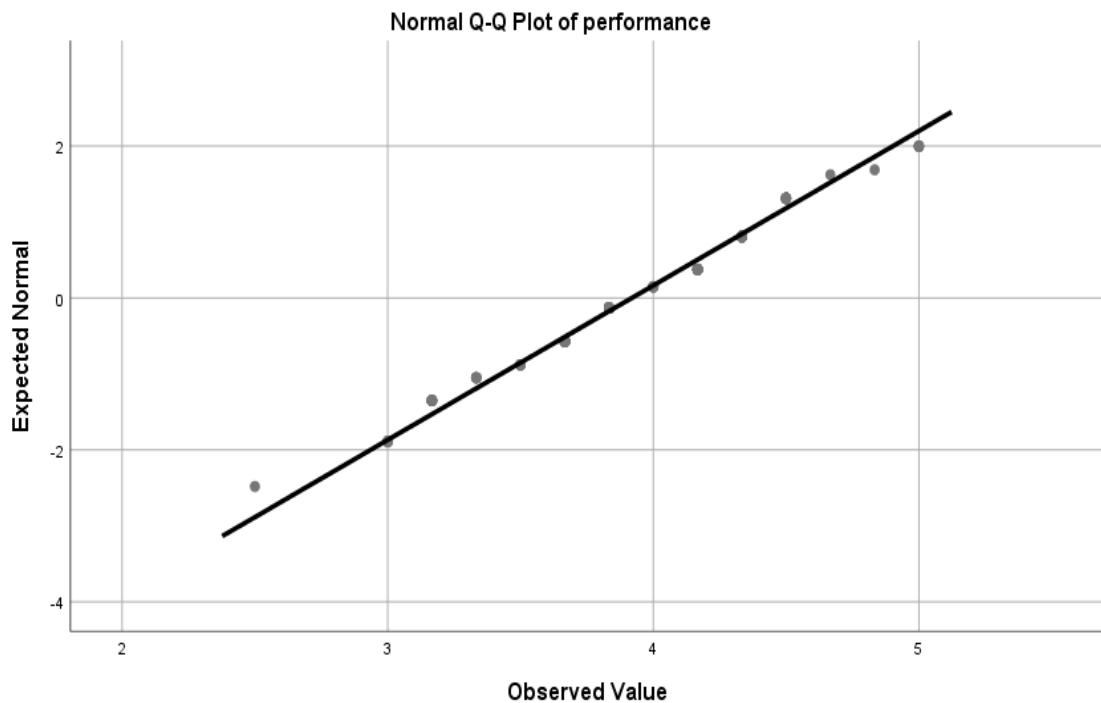


Figure 7: Q-Q Plot for Performance

Based on Figure 7, there is no significant deviation of the observed value from the expected normal value. Thus the data for performance variable exhibits a normal distribution.

4.5.2 Heteroscedasticity

The evaluation of the regression model's ability to accurately predict the dependent variable across all explanatory variables is crucial for understanding the relationship under investigation.

The consistency of this relationship across the entire range of the dependent variable was ascertained using a specific test.

Heteroscedasticity, or the unequal dispersion of the residuals, is a concern in regression analysis that this test aims to address. It can influence the efficiency of the regression estimates and lead to incorrect inferences. If this assumption is met, it enhances the reliability of the regression model and adds to the robustness of the conclusions drawn from the analysis.

Table 19: Breusch-Pagan test for Heteroscedasticity

Ho: Constant variance	
Variables: Fitted values of Performance	
Chi2 (1)	0.69
Prob>chi2	0.349

Source: Field Data (2023)

From the findings, the p value of 0.349 was more than 0.05 significant levels thus we fail to reject the null hypothesis. Thus implying that, there was homoscedasticity. Thus the errors are constant along the values of the independent variables.

4.5.3. Autocorrelation testing

Regression correlation analysis assumes autocorrelation which, when violated the model is deemed unreliable and unacceptable in estimating the population parameters. Durbin-Watson (DW) Statistics was used to test autocorrelation based on OLS residual.

Table 20: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.793 ^a	.629	.593	.22770	2.394

A. Predictors: (Constant), Technology, Culture, Resources, Communication, Structure, Leadership

B. Dependent Variable: Performance

Source: Field Data (2023)

The Durbin-Watson statistic tests for the presence of autocorrelation in the residuals (errors). It ranges from 0 to 4, and a value around 2 indicates no significant autocorrelation. In this model, the Durbin-Watson value is 2.394, which suggests a mild autocorrelation.

4.5.4 Multicollinearity and Singular test

Multicollinearity is a situation in which two or more independent variables in a regression model are highly correlated, meaning that one variable can be linearly predicted from the others (O'Brien, 2007). This condition can cause difficulties in estimating model parameters and lead to unreliable results (Dormann et al., 2013). A specific case of multicollinearity, referred to as singularity, occurs when an independent variable is a precise linear combination of other independent variables in the model (Kutner et al., 2004). To assess the presence of multicollinearity among independent variables, the researcher utilized Tolerance and the Variance Inflation Factor (VIF). A Tolerance value below 0.10 suggests that multicollinearity might be an issue. The Variance Inflation Factor, the reciprocal of the Tolerance value, quantifies how the

variance of an estimated regression coefficient increases when predictors are correlated (Hair et al., 2014). A VIF value greater than 10 is typically considered indicative of multicollinearity (Kleinbaum et al., 2013), pointing to a potential problem in the model that may require addressing through the removal or combination of variables. These techniques help in creating a more reliable and interpretable regression model and guide the researcher in avoiding the pitfalls associated with multicollinearity.

Table 21: Variance Inflation Factor multicollinearity test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Organization Leadership	.419	2.386
Organization Structure	.457	2.190
Organization Culture	.428	2.336
Organization Communication	.442	2.262
Organization Resources	.598	1.673
Organization Technology	.370	2.699

Source: Field Data (2023)

Leadership had a tolerance of 0.419 (above 0.1) and VIF of 2.386 (below 10) - This suggests no concern of multicollinearity for leadership. Organization structure had a tolerance of 0.457 (above 0.1) and VIF of 2.190 (below 10) - This suggests no concern of multicollinearity for organization structure. Organization culture had a tolerance of 0.428 (above 0.1) and VIF of 2.336 (below 10) - This suggests no concern of multicollinearity for organization culture. Organization communication had a tolerance of 0.442 (above 0.1) and VIF of 2.262 (below 10) - This suggests no concern of multicollinearity for organization communication. Organization resources had a tolerance of 0.598 (above 0.1) and VIF of 1.673 (below 10) - This suggests no concern of multicollinearity for organization resources. Organization technology had a tolerance of 0.370 (above 0.1) and VIF of 2.699 (below 10) - This suggests no concern of multicollinearity for organization resources.

4.6 Inferential Statistics

4.6.1 Correlation Analysis

The correlation table shows the Pearson correlation coefficients between various factors related to performance in the dataset of 152 observations.

Table 22: Correlation Analysis

		Performance	Leadership	Structure	Culture	Communication	Resources	Technology
Performance	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	152						

Leadership	Pearson Correlation	.470**	1					
	Sig. (2-tailed)	.001						
	N	152	152					
Structure	Pearson Correlation	.492	.554**	1				
	Sig. (2-tailed)	.002	.302					
	N	152	152	152				
Culture	Pearson Correlation	.579	.764**	.724**	1			
	Sig. (2-tailed)	.032	.111	.243				
	N	152	152	152	152			
Communication	Pearson Correlation	.521**	.066	-.031	.133	1		
	Sig. (2-tailed)	.006	.416	.702	.103			
	N	152	152	152	152	152		
Resources	Pearson Correlation	.330**	.124	-.026	.087	.613**	1	
	Sig. (2-tailed)	.000	.127	.746	.284	.089		
	N	152	152	152	152	152	152	
Technology	Pearson Correlation	.435**	-.410**	-.070	-.040	.544**	.339**	1
	Sig. (2-tailed)	.000	.321	.393	.624	.547	.234	
	N	152	152	152	152	152	152	152

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

Source: Field Data (2023)

The correlation between leadership and performance is 0.470, indicating a moderate positive relationship that is statistically significant at the 0.01 level. The correlation between structure and performance is 0.492, suggesting a moderate positive relationship that is statistically significant at the 0.01 level. The correlation between culture and performance is 0.579, indicating a strong positive relationship that is statistically significant at the 0.05 level. The correlation between communication and performance is 0.521, suggesting a moderate positive relationship that is statistically significant at the 0.01 level. The correlation between resources and performance is

0.330, indicating a moderate positive relationship that is statistically significant at the 0.01 level. The correlation between technology and performance is 0.435, suggesting a moderate positive relationship that is statistically significant at the 0.01 level. These results suggest that all variables (leadership, structure, culture, communication, resources, and technology) are positively correlated with performance, with culture showing the strongest association followed by communication, technology, structure, leadership, and resources.

4.6.2 Simple regression Analysis

Regression Analysis between organization leadership and performance of National Social Security Fund, Kenya

Table 23: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.470 ^a	.221	.207	.47492

a. Predictors: (Constant), Leadership

Source: Field Data (2023)

The correlation coefficient (R) of 0.470 indicates a moderate positive relationship between leadership and performance. This suggests that as leadership within the organization improves, performance tends to increase as well. The coefficient of determination (R²) of 0.221 signifies that approximately 22.1% of the variance in performance can be explained by variations in leadership. After adjusting for the number of predictors in the model, the Adjusted R Square remains substantial at 20.7%.

Table 24: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.668	1	2.668	11.827	.001 ^b
Residual	33.832	150	.226		
Total	36.499	151			

a. Dependent Variable: performance

b. Predictors: (Constant), Leadership

Source: Field Data (2023)

Moving to the ANOVA table, it becomes evident that the regression model is statistically significant. The small p-value of 0.001 indicates that the relationship between leadership and performance is unlikely to be due to random chance. Furthermore, the F-value of 11.827 corroborates the significance of the regression model, suggesting that it explains a significant amount of variance in performance.

Table 25: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	4.504	.175		25.810	.000
Leadership	.163	.047	.270	3.439	.001

a. Dependent Variable: performance

Source: Field Data (2023)

The intercept, represented by the constant value of 4.504, signifies the estimated performance score when leadership is at zero. The coefficient for leadership, 0.163, suggests that for every one-unit increase in leadership, performance is expected to increase by 0.163 units. With a low p-value of 0.001, the coefficient for leadership is statistically significant, reinforcing the notion that leadership plays a crucial role in predicting organizational performance within the NSSF of Kenya.

Table 26: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.492 ^a	.242	.222	.46119

a. Predictors: (Constant), structure

Source: Field Data (2023)

The correlation coefficient (R) of 0.492 indicates a moderate positive relationship between organizational structure and performance. This suggests that variations in organizational structure are associated with changes in performance within the NSSF. The coefficient of determination (R^2) of 0.242 signifies that approximately 24.2% of the variance in performance can be explained by variations in organizational structure. After adjusting for the number of predictors in the model, the Adjusted R Square remains substantial at 22.2%.

Table 27: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1.8310	1	1.831	12.986	.002 ^b
Residual	21.150	150	.241		
Total	22.981	151			

a. Dependent Variable: performance

b. Predictors: (Constant), structure

Source: Field Data (2023)

The ANOVA shows that the regression model is statistically significant, with a small p-value of 0.002. This indicates that the relationship between organizational structure and performance is unlikely to be due to random chance. Furthermore, the F-value of 12.986 suggests that the regression model explains a significant amount of variance in performance.

Table 28: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	4.212	.262		16.070	.000
structure	.379	.069	.392	5.4933	.002

a. Dependent Variable: performance

Source: Field Data (2023)

In the Coefficients table, the intercept value of 4.212 represents the estimated performance score when organizational structure is at zero. The coefficient for organizational structure, 0.379, suggests that for every one-unit increase in organizational structure, performance is expected to increase by 0.379 units. With a low p-value of 0.002, the coefficient for organizational structure is statistically significant, underscoring the importance of organizational structure in predicting performance outcomes within the NSSF of Kenya.

Regression Analysis between organization culture and performance of National Social Security Fund, Kenya

Table 29: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.579 ^a	.335	.284	.46073

a. Predictors: (Constant), culture

Source: Field Data (2023)

Beginning with the Model Summary, the correlation coefficient (R) of 0.579 indicates a moderately strong positive relationship between organizational culture and performance. This suggests that variations in organizational culture are associated with changes in performance within the NSSF. The coefficient of determination (R^2) of 0.335 signifies that approximately 33.5% of the variance in performance can be explained by variations in organizational culture. After adjusting for the number of predictors in the model, the Adjusted R Square remains substantial at 28.4%.

Table 30: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3.976	1	3.976	16.429	.032 ^b
Residual	36.3	150	0.242		

Total	40.276	151
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a. Dependent Variable: performance

b. Predictors: (Constant), culture

Source: Field Data (2023)

The regression model is statistically significant, with a p-value of 0.032. This suggests that the relationship between organizational culture and performance is unlikely to be due to random chance. Furthermore, the F-value of 16.429 indicates that the regression model explains a significant amount of variance in performance.

Table 31: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	4.092	.182		22.470	.000
culture	.447	.079	.439	5.658	.032

a. Dependent Variable: performance

Source: Field Data (2023)

The intercept value of 4.092 represents the estimated performance score when organizational culture is at zero. The coefficient for organizational culture, 0.447, suggests that for every one-unit increase in organizational culture, performance is expected to increase by 0.447 units. With a p-value of 0.032, the coefficient for organizational culture is statistically significant, underscoring the importance of organizational culture in predicting performance outcomes within the NSSF of Kenya.

Regression Analysis between organization communication and performance of National Social Security Fund, Kenya

Table 32: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.521 ^a	.271	.263	.46108

a. Predictors: (Constant), communication

Source: Field Data (2023)

The correlation coefficient (R) of 0.521 indicates a moderate positive relationship between organizational communication and performance. This suggests that variations in organizational communication are associated with changes in performance within the NSSF. The coefficient of determination (R^2) of 0.271 signifies that approximately 27.1% of the variance in performance can be explained by variations in organizational communication. After adjusting for the number of predictors in the model, the Adjusted R Square remains substantial at 26.3%.

Table 33: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1.783	1	1.783	7.704	.006 ^b
Residual	34.716	150	.231		
Total	36.499	151			

a. Dependent Variable: performance

b. Predictors: (Constant), communication

Source: Field Data (2023)

The regression model is statistically significant, with a p-value of 0.006. This indicates that the relationship between organizational communication and performance is unlikely to be due to random chance. Furthermore, the F-value of 7.704 suggests that the regression model explains a significant amount of variance in performance.

Table 34: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	3.004	.332		9.052	.000
communication	.243	.087	.221	2.776	.006

a. Dependent Variable: performance

Source: Field Data (2023)

In the Coefficients table, the intercept value of 3.004 represents the estimated performance score when organizational communication is at zero. The coefficient for organizational communication, 0.243, suggests that for every one-unit increase in organizational communication, performance is expected to increase by 0.243 units. The standardized coefficient (Beta) of 0.221 provides a standardized measure of the effect of organizational communication on performance, indicating that a one standard deviation change in organizational communication corresponds to a 0.221 standard deviation change in performance. With a p-value of 0.006, the coefficient for organizational communication is statistically significant, highlighting the importance of effective communication practices in predicting performance outcomes within the NSSF of Kenya.

Regression Analysis between organization resources allocation and performance of National Social Security Fund, Kenya

Table 35: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.330 ^a	.109	.103	.46565

a. Predictors: (Constant), Resources

Source: Field Data (2023)

The correlation coefficient (R) of 0.330 indicates a relatively weak positive relationship between organizational resource allocation and performance. This suggests that variations in resource allocation are associated with changes in performance within the NSSF. The coefficient of determination (R^2) of 0.109 signifies that approximately 10.9% of the variance in performance can be explained by variations in resource allocation. After adjusting for the number of predictors in the model, the Adjusted R Square remains at 10.3%.

Table 36: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3.975	1	3.975	18.331	.000 ^b
Residual	32.525	150	.217		
Total	36.499	151			

a. Dependent Variable: performance

b. Predictors: (Constant), Resources

Source: Field Data (2023)

From the ANOVA table, it becomes evident that the regression model is statistically significant, with a small p-value of 0.000. This indicates that the relationship between organizational resource allocation and performance is unlikely to be due to random chance. Furthermore, the F-value of 18.331 suggests that the regression model explains a significant amount of variance in performance.

Table 37: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	3.060	.204		14.999	.000
Resources	.242	.057	.330	4.281	.000

a. Dependent Variable: performance

Source: Field Data (2023)

In the Coefficients table, the intercept value of 3.060 represents the estimated performance score when organizational resource allocation is at zero. The coefficient for organizational resource allocation, 0.242, suggests that for every one-unit increase in resource allocation, performance is expected to increase by 0.242 units. With a p-value of 0.000, the coefficient for organizational resource allocation is statistically significant, highlighting the importance of effective resource allocation practices in predicting performance outcomes within the NSSF of Kenya.

Regression Analysis between technology and performance of National Social Security Fund, Kenya

Table 38: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.435 ^a	.189	.184	.44417

a. Predictors: (Constant), technology

Source: Field Data (2023)

The correlation coefficient (R) of 0.435 indicates a moderate positive relationship between technology adoption and performance. This suggests that variations in technology adoption are associated with changes in performance within the NSSF. The coefficient of determination (R²) of 0.189 signifies that approximately 18.9% of the variance in performance can be explained by variations in technology adoption. After adjusting for the number of predictors in the model, the Adjusted R Square remains at 18.4%.

Table 39: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	6.906	1	6.906	35.005	.000 ^b
Residual	29.593	150	.197		
Total	36.499	151			

a. Dependent Variable: performance

b. Predictors: (Constant), technology

Source: Field Data (2023)

From the ANOVA table, it becomes evident that the regression model is statistically significant, with a small p-value of 0.000. This indicates that the relationship between technology adoption and performance is unlikely to be due to random chance. Furthermore, the F-value of 35.005 suggests that the regression model explains a significant amount of variance in performance.

Table 40: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.729	.372		4.651	.000
technology	.517	.087	.435	5.917	.000

a. Dependent Variable: performance

Source: Field Data (2023)

In the Coefficients table, the intercept value of 1.729 represents the estimated performance score when technology adoption is at zero. The coefficient for technology adoption, 0.517, suggests that for every one-unit increase in technology adoption, performance is expected to increase by 0.517 units. With a p-value of 0.000, the coefficient for technology adoption is statistically significant,

highlighting the importance of effective technology adoption in predicting performance outcomes within the NSSF of Kenya.

4.6.3 Multiple regression Analysis

The Model Summary table provides key statistics to evaluate the overall performance of the regression model.

Table 41: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.793a	.629	.593	.22770

A. Predictors: (Constant), Technology, Culture, Resources, Communication, Structure, Leadership

B. Dependent Variable: Performance

Source: Field Data (2023)

The correlation coefficient (R) measures the strength and direction of the linear relationship between the dependent variable and the combination of independent variables in the model.

In this case, the value of R is 0.793, which suggests a relatively strong positive correlation.

R Square, also known as the coefficient of determination, represents the proportion of the variance in the dependent variable (performance) that is explained by the independent variables (technology, culture, Resources, communication, structure, Leadership) in the model.

In this instance, R Square is 0.629, indicating that approximately 62.9% of the variability in the performance of National Social Security Fund, in Kenyas accounted for by technology, culture, Resources, communication, structure and Leadership.

Table 42: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	10.038	6	1.673	9.168	.000 ^b
Residual	26.461	145	.182		
Total	36.499	151			

a. Dependent Variable: performance

b. Predictors: (Constant), technology, culture, Resources, communication, structure, Leadership

Source: Field Data (2023)

The p-value associated with the F-statistic is 0.000 suggesting that at least one of the predictors in the model is significantly related to the dependent variable. The regression model is statistically significant, as indicated by the low p-value ($p < .05$). The F-statistic of 9.168 suggests that the variation explained by the regression model is significantly greater than the variation due to chance. The predictors (technology, culture, resources, communication, structure, leadership) collectively contribute to explaining the variability in the dependent variable (performance). The ANOVA table thus suggests that the regression model is a good fit for explaining the variance in the dependent variable, and at least one of the predictors is statistically significant.

Table 43: Co-efficients

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	2.615	0.557		4.694	0.000
Leadership	0.192	0.081	0.166	2.370	0.038
Structure	0.109	0.049	0.082	2.225	0.034
Culture	0.127	0.056	0.108	2.268	0.013
Communication	0.158	0.067	0.144	2.358	0.017
Resources	0.257	0.067	0.215	3.816	0.000
Technology	0.32	0.138	0.27	2.314	0.022

a. Dependent Variable: performance

Source: Field Data (2023)

$$Y = \alpha + 0.192X_1 + 0.109X_2 + 0.127X_3 + 0.158X_4 + 0.257X_5 + 0.32X_6 + e$$

The constant term (intercept) is 2.615, representing the estimated performance score when all predictor variables are zero.

A one-unit change in leadership, while holding other predictors constant is associated with 19.2% change in the performance of National Social Security Fund. Leadership has a significant impact on performance, as its p-value (Sig.0.038) is less than 0.05. We therefore reject the null hypothesis; **H₀1**: There is no statistically significant influence of organization leadership on performance of National Social Security Fund, Kenya. Thus, there is a statistically significant influence of organization leadership on performance of National Social Security Fund, Kenya.

A one-unit change in organization structure, while holding other predictors constant is associated with 10.9% change in the performance of National Social Security Fund. Organization structure has a significant impact on performance, as its p-value (Sig.0.034) is less than 0.05. We therefore reject the null hypothesis; **H₀2**: There is no statistically significant influence of organization structure on performance of National Social Security Fund, Kenya. Thus, there is a statistically significant influence of organization structure on performance of National Social Security Fund, Kenya.

A one-unit change in organization culture, while holding other predictors constant is associated with 12.7% change in the performance of National Social Security Fund. Organization culture has a significant impact on performance, as its p-value (Sig.0.013) is less than 0.05. We therefore reject the null hypothesis; **H₀3**: There is no statistically significant influence of organization culture on performance of National Social Security Fund, Kenya. Thus, there is a statistically significant influence of organization culture on performance of National Social Security Fund, Kenya.

A one-unit change in organization communication, while holding other predictors constant is associated with 15.8% change in the performance of National Social Security Fund. Organization communication has a significant impact on performance, as its p-value (Sig.0.017) is less than 0.05. We therefore reject the null hypothesis; **H₀4**: There is no statistically significant influence of organization communication on performance of National Social Security Fund, Kenya. Thus, there

is a statistically significant influence of organization communication on performance of National Social Security Fund, Kenya.

A one-unit change in organization resources, while holding other predictors constant is associated with 25.7% change in the performance of National Social Security Fund. Organization resources has a significant impact on performance, as its p-value (Sig.0.000) is less than 0.05. We therefore reject the null hypothesis; **H₀5**: There is no statistically significant influence of organization resources on performance of National Social Security Fund, Kenya. Thus, there is a statistically significant influence of organization resources on performance of National Social Security Fund, Kenya.

A one-unit change in organization technology, while holding other predictors constant is associated with 32% change in the performance of National Social Security Fund. Organization technology has a significant impact on performance, as its p-value (Sig.0.022) is less than 0.05. We therefore reject the null hypothesis; **H₀6**: There is no statistically significant influence of organization technology on performance of National Social Security Fund, Kenya. Thus, there is a statistically significant influence of organization technology on performance of National Social Security Fund, Kenya.

4.6.4 Moderation Analysis

The primary objective of the study was to assess strategy implementation processes on performance of National Social Security Fund. The research sought to elucidate the nuanced dynamics between leadership, structure, culture, communication, resources, technology and performance.

The Moderated Multiple Regression (MMR) analysis in this study explored the impact of the interaction between Technology (M) and Value Strategies (X) on the Performance (Y). The analysis involves two models: Model 1 includes the main effects and interaction (XM).

Table 44: Model Summary of MMR

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.916 ^a	.839	.838	.26696	.839	618.033	2	237	.000
2	.918 ^b	.842	.840	.26496	.003	4.606	1	236	.033

a. Predictors: (Constant), M, X

b. Predictors: (Constant), M, X, XM

Source: Field Data (2023)

In Model 1, the correlation coefficient (R) is 0.916, indicating a robust positive linear relationship between the combined main effects of Technology and Strategies and Performance. The coefficient of determination (R Square) at 0.839 implies that approximately 83.9% of the variability in Performance is explained by these main effects. The adjusted R Square (0.838) maintains the model's explanatory power while considering the number of predictors.

Model 2, which includes the interaction term, indicates the change in R Square is 0.003, and the F Change statistic is 4.606 with a p-value of 0.033. This change in R Square signifies a modest but statistically significant improvement in explaining the variance in Performance when the interaction term is introduced. Therefore, the null hypothesis (H_0) that there is no moderation effect is rejected, suggesting that the moderation effect of Technology on the relationship between Strategies and Performance is statistically significant at the 5% level of significance.

4.7 Discussion of Findings

4.7.1 Influence of Organization Leadership on Performance of National Social Security Fund, Kenya

The extensive investigation into the impact of organizational leadership on the National Social Security Fund's (NSSF) performance not only corroborates existing leadership theories but also introduces empirical insights into the nuanced dynamics of leadership efficacy. Central to the study's findings is the alignment with Armstrong's (2016) definition of leadership as a catalyst for change and Saleemi's (2013) analogy of leadership to a soccer coach's ability to mobilize and inspire. This alignment is quantitatively underscored by the study's identification of significant leadership attributes, including the ability to mobilize (mean: 3.68) and foster personal and organizational growth (mean: 3.62), emphasizing the critical role of leadership in instigating enthusiasm and confidence among employees.

This study acknowledges the necessity for focused and objective leadership (mean: 3.71), as well as resilience during times of crisis, in order to further investigate the temporal component of leadership, which was brought to light by Kinoti (2015). This acknowledgment of the time-sensitive character of leadership is essential, particularly during times of organizational transformation. This highlights the significance of well-documented structures and adaptable leadership tactics for the purpose of ensuring continuity and stability.

The theoretical frameworks that are offered by transformational leadership, which are described by Bass and Avolio (1994), as well as the outstanding leadership behaviors that are presented by Kouzes and Posner (2012), provide a solid platform for understanding the outcomes of the study. The notion of transformational leadership, which places an emphasis on the capacity of leaders to inspire beyond their immediate self-interests, is consistent with the change-driven leadership that has been witnessed at the National Social Security Fund (NSSF). In a similar vein, the findings of the study on the role that leadership plays in mobilizing and inspiring the workforce are reflected in the practices of exceptional leadership, particularly the focus placed on modeling conduct and promoting employee participation.

A further enrichment of the study's narrative is provided by Schein's (2010) investigation of the interaction between leadership and organizational culture. This investigation highlights the significance of leadership in the process of developing a culture that is favorable to the organization's success. The focus that the research places on positive leadership characteristics, such as the ability to communicate effectively, an entrepreneurial spirit, and rational thinking, is in

line with Schein's viewpoint on the role that leaders play in establishing and cultivating the norms and values of their organizations.

However, the study also ventures into territories where opinions diverge, particularly in areas such as communication skills and crisis resilience. This divergence invites a reevaluation of leadership effectiveness, suggesting that while certain leadership attributes are universally recognized, their application and impact might vary based on organizational context and specific challenges. The contrasting studies on leadership styles and performance, such as those by Avolio, Walumbwa, and Weber (2009), and the discourse on leadership in innovation and crisis contexts, as discussed by Hogan and Coote (2014) and Boin et al. (2005), respectively, highlight the complexity of leadership effectiveness. These studies suggest that leadership efficacy is not merely a function of certain attributes but also of how these attributes align with organizational needs, tasks, and the broader environmental context.

4.7.2 Influence of Organization Structure on Performance of National Social Security Fund, Kenya

The study's identification of the strong consensus among participants on clearly defined roles (mean: 4.13) resonates with Aaker's (2015) emphasis on the importance of organizational structures in achieving coordination. Capon's (2015) categorization of organizational structures into seven generic types, including simple structure, functional structure, divisional structure, and others, provides a theoretical framework that aligns with the study's exploration of participants' perceptions. The study reveals a general agreement on allowing departments autonomy in planning and execution (mean: 3.80), reflecting decentralized aspects that are often associated with structures like the divisional, matrix, and network structures.

The conclusion of the research that decision-making takes a lengthy time is generally agreed upon (mean: 3.70), which is connected to Capon's observation that decentralized structures enable real-time problem-solving, which in turn improves service quality and customer satisfaction. According to Surridge and Gillespie (2014), the necessity of aligning organizational structure with the size of the company, its operational environment, and the preferences of owners and managers resonates with the study's emphasis on considering numerous structural aspects. This emphasizes the importance of aligning organizational structure with the organization's working environment.

The findings of the study, which identified organizational structure as a strong predictor of performance, are a reflection of the thesis that Dubrin (2017) makes, which states that structures have an effect on the behavior of their organizations. The quantitative analysis of the study showed that there was a 10.9% change in performance associated with a one-unit change in organizational structure. This finding is in line with Dubrin's emphasis on the influence that structures have on outcomes.

The historical perspective provided by Brook (2018) on the development of large corporations, influenced by concepts originating from slavery, adds depth to the understanding of organizational structure. It contextualizes the study's exploration of how historical management theorists like Taylor, Fayol, Weber, Mayo, and others have shaped contemporary organizational structures. The study's findings, therefore, contribute to the ongoing dialogue on the evolution of organizational structures and their implications for performance.

4.7.3 Influence of Organization Culture on Performance of National Social Security Fund, Kenya

The findings of the study shed light on the perceptions of organizational culture within the National Social Security Fund (NSSF) in Kenya, offering a nuanced understanding of how culture

influences various aspects of the organization. The participants' general agreement on certain cultural aspects, such as the positive impact on social system stability and the assistance in goal achievement, aligns with the existing literature on organizational culture. Organizational culture, as defined by Barrack & Varadarajan (2011) and Capon (2015), is a complex interplay of behavioral patterns, learned values, and explicit or implicit beliefs that shape the unique accomplishments of human communities. The study's results support this perspective, demonstrating that participants acknowledge the influence of culture on conflict education, identity, control, coordination, stability, and goal achievement.

The participants' general agreement (mean: 3.68) reflects the role of leaders as key proponents of fundamental values, which is noted in the literature. This function is represented in the research. On the other hand, the modest amount of variability in opinions (standard deviation: 0.96), which implies that individuals may have different perceptions of the role that leadership plays in building corporate culture, should be taken into consideration. As indicated by the fact that the acknowledgment and appreciation of hard work by managers received a mean score of 3.50, participants are generally in accord with this perspective. The greater standard deviation (1.13), on the other hand, indicates that there is a broad variety of perspectives. One possible explanation for this difference is that different people have different judgments of management practices and how well they correspond with cultural norms. According to Capon (2013), the findings of the study are consistent with the literature's emphasis on the persistence of cultural norms that are resistant to change. It may be difficult to change cultural norms that are taught at a young age. The various perspectives on how to recognize and appreciate hard work may be a reflection of this resistance, which can have an effect on the efforts that are made to adopt strategies.

The study admits the difficulty of comprehending cultural subtleties and welcomes the effect of culture on organizational activity at every level. Connecting the literature on cultural complexity (Zachary, 2005), the study accepts the problem of knowing cultural nuances. The findings of the study give evidence of the complex ways in which organizational culture influences actions, perceptions, and responses to a variety of organizational activities.

The study's findings align with literature highlighting the profound impact of culture on organizational practices. The entrenched culture of corruption, described by Kenyatta (2014), influences sectors like education, agriculture, and healthcare, affecting strategy implementation efforts negatively. The study underscores the importance of a positive organizational culture in fostering control, coordination, stability, education, and goal achievement. This aligns with Aaker's (2015) perspective on culture as a supportive element, offering direction, inspiration, and benchmarks for strategy implementation.

4.7.4 Influence of Organization Communication on Performance of National Social Security Fund, Kenya

The study's findings, indicating strong agreement on the use of various communication channels, underscore the fundamental role of communication in ensuring that NSSF effectively accesses and manages essential resources for optimal performance. Consistently, Fombrun and Shanley (2017) emphasize that communication serves as the backbone of all organizations, facilitating the acquisition of vital resources such as capital, raw materials, and labor. The study findings revealed strong agreement on the use of vision and mission statements as a mode of communication, resonate with the idea that managers play a crucial role in continually persuading subordinates about the organization's goals. Similarly, Nyaencha (2014) highlights the importance of communication in managerial functions, including planning, organizing, directing, and controlling.

Kohles and Bligh (2013) foresaw the significance of choosing appropriate communication channels, especially with the emergence of smartphones. The findings, with strong agreement on the use of social media and websites, align with the idea that organizations, including NSSF, need to carefully select and tailor communication channels to suit different categories, groups, or individuals. The findings, indicating general agreement on the use of emails and meetings for communication, aligning with the notion that effective communication is a crucial step in the effectiveness of strategy implementation as Fairhurst (2012) argues that to gain buy-in from stakeholders, inputs need to be conveyed verbally or in writing, involving people from different parts of the business to verify accuracy.

The study's findings, emphasizing the use of various communication methods and channels, reflect an awareness of the need to minimize the effect of noise within the organization and address potential communication challenges. Corroborating with the findings, Nyaencha (2014) points out that effective communication can be hindered by noise, misconceptions, or language barriers. The study's findings, indicated a general agreement on the use of feedback mechanisms and various communication modes, aligning with the importance of feedback in fostering emotional engagement as Millius (2016) emphasizes on the importance of feedback in the communication process, supporting the perception of others and enabling a reviewed understanding. Dawson & Rawcliffe (2022) extend this argument, highlighting that effective communication provides a sense of ownership and engages people emotionally. The literature by Dawson & Rawcliffe (2022) on electronic communication tools for virtual teams resonates with the study's findings on the use of intranet and electronic media for communication. The study's findings align with the idea that these tools provide a foundation for group work, cut operational costs, and offer a competitive advantage through cost reduction.

4.7.5 Influence of Organization Resources Allocation on Performance of National Social Security Fund, Kenya

The study found a general agreement among participants on the crucial role of financial resources for organizational performance. This aligns with the literature that defines financial resources as a key factor of production (Salemi, 2013). Financial resources, including capital and monetary assets, are highlighted by Beiting (2015) as integral components for effective production processes. Participants demonstrated a consensus on the importance of human resources in organizational performance. Beiting (2015) categorizes human resources as part of organizational assets, emphasizing their significance in the production process. The multifaceted nature of Human Resource Management (HRM) is supported by Pitsis et al. (2011), underscoring the role of HRM in achieving organizational objectives. The study indicates an agreement that promotions boost employee performance, albeit with diverse opinions. Salemi (2015) emphasizes the importance of staff training for efficiency, which can be linked to the positive impact of promotions on employee performance as suggested by the findings.

Participants generally agree on the role of job security in reducing employee turnover, aligning with Salemi's (2015) emphasis on incentives and a suitable reward system for motivating and retaining a competent workforce. The study found an agreement that job satisfaction improves employee performance, consistent with Salemi's (2015) recommendation for a reward system and incentives. This supports the idea that satisfied employees contribute positively to overall organizational performance. While there is agreement on the impact of salary on employee turnover, diverse opinions exist. Salemi (2015) highlights the need for an appropriate reward system, which includes competitive salaries, to address employee turnover.

The findings suggest a mild agreement on the role of financial rewards in reducing turnover, resonating with Salemi's (2015) emphasis on incentives as a means to retain a high-performing team. Mixed opinions exist regarding NSSF's recruitment, selection, and promotion processes. Pitsis et al. (2011) emphasize the need for strategic management in human resource functions, indicating the importance of refining these processes for optimal organizational performance. The study indicates a mild agreement that allowances can reduce turnover, aligning with Salemi's (2015) emphasis on incentives and a suitable reward system.

Mixed opinions exist on whether NSSF is sufficiently staffed. The literature by Salemi (2013) underscores the importance of time as a resource, and adequate staffing contributes to efficient time utilization. Participants strongly agree on the availability of time resources. The literature emphasizes time as a crucial but often overlooked resource (Salemi, 2013), supporting the notion that proper time utilization is essential for organizational success. There is general agreement on the availability of information resources, aligning with the literature that recognizes information as a key internal resource in SWOT analysis (Datta, 2020).

4.7.6 Influence of technology as a moderating variable on NSSF Performance.

The strong agreement among participants that technology enhances communication via emails and websites aligns with McDougall (2011) emphasis on the significance of technology in managing performance programs. The efficient communication facilitated by technology corresponds to McDougall (2011) assertion that technology is crucial for effective strategy execution. This perspective resonates with the systems theory of Katz and Kahn (2018), who also underscore the critical role of technology in facilitating organizational communication. They argue that advancements in technology contribute significantly to the efficiency and effectiveness of organizational processes, including performance management.

However, this viewpoint is not universally accepted. Carr (2003), in his seminal article "IT Doesn't Matter," presents a contrary perspective. Carr argues that technology, particularly IT, has become so ubiquitous and commoditized that it no longer offers a competitive edge. According to Carr, while technology like email and websites might enhance communication, it doesn't necessarily lead to effective strategy execution or superior performance management.

On the supportive side, Brynjolfsson and Hitt (2000) offer empirical evidence that investments in technology, especially in digital communications, improve productivity and performance in organizations. Their findings support the assertion that technology is integral to effective strategy execution, echoing McDougall's (2011) viewpoint.

Yet, there are authors that caution against an over-reliance on technology. Sherry Turkle (2011) in her book "Alone Together," explores the potential downsides of digital communication. She suggests that while technology like emails and websites facilitates communication, it might not always enhance the quality of these interactions, particularly in the context of performance management. This view highlights the potential pitfalls of relying too heavily on technology for communication in organizational settings.

Balancing these diverse viewpoints, Peter Drucker (2001) provides a middle ground. He acknowledges the importance of technology in enhancing efficiency but warns against an over-reliance on it. Drucker emphasizes the need for a balance between technology and human judgment, especially in strategic decision-making and performance management. This balanced view suggests that while technology is an essential tool for communication and performance management, it should not replace the nuanced understanding and decision-making capabilities of human managers.

The strong agreement on technology's role in tracking and monitoring processes, fostering innovation, and speeding up service delivery aligns with Dodgson's (2021) emphasis on technology creating value, improving productivity, and fostering creativity within organizations. The strong agreement on technology's impact on multitasking, speeding up service delivery, and enabling remote work reflects the transformative influence of technology. The study suggests that technology not only enhances efficiency but also transforms how work is conducted, resonating with Vitez's (2019) emphasis on operational cost reduction and secure data handling. The strong agreement on technology's role in improving communication via emails, websites, and speeding up service delivery supports Vitez's(2019) argument about technology broadening customer bases and facilitating improved communication with customers. This is particularly relevant in the context of customer satisfaction and collaboration. Vitez's (2019) discussion on technology reducing human labor, increasing productivity, and contributing to employee satisfaction is corroborated by the study's findings. The strong agreement on technology saving time, simplifying tasks, and enabling remote work emphasizes how technology contributes to increased employee productivity and satisfaction.



CHAPTER FIVE

SUMMARY CONCLUSIONS, RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the key findings of the study, draws conclusions from the analysis, and provides recommendations for future research and practice. The study examined the influence of organization leadership, organization structure, organization culture, organization communication, organization resources allocation and technology on performance of National Social Security Fund, Kenya.

5.2 Summary of the Findings

5.2.1 Influence of Organization Leadership on Performance of National Social Security Fund, Kenya

The participants generally agreed that NSSF leaders are change-driven. The leadership's communication skills are positively viewed and focused and objective leadership at NSSF is acknowledged though responses vary significantly. There was an agreement on the leadership having an entrepreneurial spirit and taking reasonable risks, and the ability of leaders to mobilize was acknowledged with more consistent responses. Motivating personal and organizational growth was another area of agreement and rational and open thinking by leaders was generally agreed upon. The statement regarding integrity issues in leadership shows a mild level of agreement. The findings revealed a low extent of resilience of leadership during crises and leadership's flexibility and accommodation of staff opinions.

The regression analysis indicates that leadership has a statistically significant impact on performance, with a p-value (Sig.) of 0.038, less than 0.05. The rejection of the null hypothesis (Ho1) suggests that there was a statistically significant influence of organization leadership on the performance of the National Social Security Fund in Kenya.

5.2.2 Influence of Organization Structure on Performance of National Social Security Fund, Kenya

The study on the influence of organizational structure on the performance of the National Social Security Fund (NSSF) in Kenya revealed significant insights into the perceptions of participants regarding key aspects of the organization's structure. Specifically, the study established that participants strongly agree on the presence of clearly defined roles within the organization, reflecting a shared understanding of responsibilities. Additionally, the study found a general agreement among participants that the organization has defined authority and autonomy. Participants widely accepted the practice of allowing departments to plan and execute their plans, demonstrating a more uniform agreement.

Moreover, the study brought to light that decision-making processes taking a considerable amount of time was generally agreed upon. The study found that Heads of Departments (HOD) comprise diversity for achieving organizational objectives. Importantly, the study revealed a neutral stance among participants regarding the limited powers of HODs to plan and execute their activities, with a relatively consistent view across responses.

In addition to these nuanced findings, the regression analysis provided a quantitative understanding of the relationship between organizational structure and performance. The study

established that a one-unit change in organization structure was associated with a substantial 10.9% change in the performance of the National Social Security Fund. The statistical significance (p -value = 0.034) further confirmed the rejection of the null hypothesis (H_0 2), emphasizing the noteworthy influence of organizational structure on the overall performance of the NSSF in Kenya.

5.2.3 Influence of Organization Culture on Performance of National Social Security Fund, Kenya

The study established that a good culture enhances the stability of social systems within the organization. Furthermore, there was agreement that a good organizational culture assists in goal achievement. However, the higher standard deviation of indicates a notable diversity in responses, reflecting differing opinions among participants about the role of culture in goal attainment. There was a general agreement regarding the role of leaders as major promoters of core values and the recognition and appreciation of hard work by managers though with varying perceptions about the effectiveness of managerial recognition. The study found that organization's culture has positively influenced conflict education, effectively communicates a sense of identity, and improve control and coordination, although there was some diversity in opinions among participants. A similar level of agreement was observed concerning the enhancement of social system stability through organizational culture, that organizational culture has led to improved education and that organizational culture plays a role in assisting goal achievement, with a moderate range of opinions.

Quantitatively, the regression analysis highlights the substantial impact of organizational culture on performance, with a one-unit change associated with a significant 12.7% change in the performance of the National Social Security Fund. The statistical significance (p -value = 0.013) supports the rejection of the null hypothesis, affirming the influential role of organizational culture in shaping the overall performance of the NSSF in Kenya.

5.2.4 Influence of Organization Communication on Performance of National Social Security Fund, Kenya

The study found that the National Social Security Fund (NSSF) uses its vision and mission as a mode of communication. Similarly, there was strong agreement on the use of social media for communication, with a slightly more consistent response compared to vision and mission.

The study established that websites are used for communication by NSSF and use of emails for communication also receives general agreement with a fairly consistent view among respondents.

The study determined that there was use of annual general meetings for communication, letters are considered a common mode of communication as well as meetings. In addition, the use of print and electronic mass media was generally agreed upon. Customer handbooks are recognized as communication tools with a relatively consistent agreement among participants. The use of the intranet for communication was generally agreed upon and a mild agreement on the use of work manuals and use of promotional materials for communication.

The study found that a one-unit change in organizational communication was associated with a 15.8% change in the performance of NSSF. The significant impact of organization communication on performance was evidenced by a p -value (Sig.0.017) less than 0.05, leading to the rejection of the null hypothesis. Therefore, the study establishes a statistically significant influence of organization communication on the performance of the National Social Security Fund in Kenya.

5.2.5 Influence of Organization Resources Allocation on Performance of National Social Security Fund, Kenya

The participants generally agreed on the crucial role of financial resources for organizational performance, with a moderate level of variation in responses. There was a general agreement on the importance of human resources in organizational performance, and responses were relatively consistent among participants. Participants agreed that promotions boost employee performance and that job security can reduce employee turnover, though there was some variation in views. The study found that job satisfaction improves employee performance.

There was agreement, with a significant range of opinions, on the impact of salary on employee turnover. Mild agreement existed on the role of financial rewards in reducing turnover, and regarding NSSF's recruitment, selection, and promotion processes.

The study established a mild agreement that allowances can reduce turnover, but opinions vary and also revealed that NSSF was not sufficiently staffed. In addition, strong agreement exists among participants that time resources are available and information resources. Participants agreed on the availability of financial resources, equipment, human resources, brand and copyrights, and office space and land, with a significant diversity in opinions. Mild agreement was observed on the availability of entrepreneurial skills, and the responses show a considerable range of opinions.

A one-unit change in organization resources, while holding other predictors constant is associated with 25.7% change in the performance of National Social Security Fund. There was a statistically significant (Sig.0.000) influence of organization resources on performance of National Social Security Fund, Kenya.

5.2.6 Influence of Technology as a moderating variable on Performance of National Social Security Fund, Kenya

The study found that technology improves communication through emails and websites, assist data analysis, storage and retrieval. The study revealed that technology help to track and monitor processes and save time and simplify time consuming tasks. In addition, technology expedites service delivery and improve customers satisfaction and help staff to multi-task functions. The study revealed that technology promotes innovation creativity at NSSF but rarely helps staff to work away from the office.

A one-unit change in organizational technology was associated with a substantial 32% change in the performance of the National Social Security Fund. The statistical significance (p-value of 0.022) supports the rejection of the null hypothesis, confirming that organization technology has a significant influence on the performance of NSSF in Kenya.

5.3 Conclusions

In conclusion, while there was a general agreement on positive attributes such as change-driven leadership, effective communication skills, and an entrepreneurial spirit, there exists considerable variability in opinions across various leadership dimensions. The regression analysis underscores the significance of leadership, indicating that a statistically significant influence of organization leadership on the performance of the National Social Security Fund in Kenya. The study suggests that fostering consistent and positive leadership qualities, particularly in areas with diverse perceptions, could contribute to enhancing the overall performance of the National Social Security Fund in Kenya.

The findings underscored a strong consensus on the existence of clearly defined roles and the practice of allowing departments autonomy in planning and execution. While there was a general agreement on defined authority within the organization, varying opinions emerged concerning decision-making timelines and the diversity of Heads of Departments. Importantly, the study quantitatively established that organizational structure significantly influences the performance of the NSSF. These findings contribute actionable insights for organizational leaders and policymakers to enhance and optimize the structural design of the NSSF for improved performance outcomes.

In conclusion, the study on the influence of organizational culture on the performance of the National Social Security Fund (NSSF) in Kenya yields nuanced findings that underscore the significance of organizational culture in shaping various aspects of performance. Participants generally agree on the positive impact of a good culture on social systems stability and goal achievement. However, the notable variation in opinions, as indicated by standard deviations, highlights the complexity and diverse perspectives surrounding organizational culture.

In conclusion, NSSF utilizes the organization's vision and mission, social media, websites, emails, letters, and annual general meetings as effective communication channels. While certain methods, such as print and electronic mass media and customer handbooks, received general agreement with more consistent opinions, others, like meetings and work manuals, exhibited a notable diversity in responses. The neutral stance on staff handbooks suggested varied opinions among participants regarding their effectiveness in communication. The statistical analysis revealed a significant relationship between organizational communication and the performance of NSSF.

There was statistically significant influence of organization resources on performance of National Social Security Fund, Kenya. Moreover, the availability of resources, including time, information, and equipment, varies in the perceptions of participants. While there was a strong consensus on the availability of time resources, opinions diverge on information resources, emphasizing the need for strategic communication and information management within NSSF.

In conclusion, the findings underscore the pivotal role of technology in various aspects of organizational functioning. Technology is not only instrumental in improving communication through channels like emails and websites but also plays a crucial role in data management, process monitoring, and time-saving. Additionally, the acknowledgment of technology's contribution to customer satisfaction, multitasking, and innovation highlights its multifaceted influence on organizational dynamics. The study provides compelling evidence that embracing and leveraging technology positively impacts the performance of the National Social Security Fund, Kenya.

5.4 Recommendations.

Given the diverse views on leadership resilience during crises, there is need for the organization to provide training and resources to enhance leaders' ability to navigate challenging situations. This can contribute to organizational stability and maintain employee confidence during turbulent times. The organization should address the mild level of agreement on integrity issues in leadership by implementing training programs that emphasize ethical conduct and integrity. Reinforce a culture of trust and transparency within the organization.

NSSF should implement measures to streamline and expedite decision-making processes within the organization. This may involve clarifying decision-making responsibilities, establishing clear protocols, and leveraging technology to facilitate efficient communication.

The organization should consider initiatives to enhance diversity in leadership roles, ensuring a mix of skills, experiences, and perspectives. This can contribute to more comprehensive and innovative decision-making. It should also explore opportunities to empower Heads of Departments by providing them with the necessary resources, authority, and autonomy to effectively lead and contribute to the achievement of organizational goals.

The study recommends that NSSF should define and communicate a clear organizational culture that aligns with the mission, vision, and values of the National Social Security Fund. There is need to ensure that employees at all levels have a shared understanding of the desired cultural attributes, fostering a cohesive and unified work environment. The leader should be empowered to actively promote and embody the desired organizational culture. Leaders should serve as role models in championing core values, and their actions should align with the cultural expectations set by the organization.

While certain communication channels, such as the organization's vision and mission, social media, and websites, received strong agreement, it's essential to diversify communication channels to cater to different preferences and needs. The organization should consider exploring innovative methods to reach a broader audience, such as podcasts, webinars, or interactive online platforms.

The study revealed a mild agreement on the use of work manuals and a neutral stance on staff handbooks. To improve internal communication, NSSF should focus on creating comprehensive and easily accessible internal documents that provide clear guidelines, procedures, and information. Regularly updating and disseminating these materials can contribute to a more informed and engaged workforce.

NSSF should conduct a comprehensive review of the promotion processes to address the diverse view on their impact. The organization should ensure fairness, transparency, and clear criteria in the promotion process, fostering a positive organizational culture. NSSF should evaluate the role of allowances in reducing turnover and consider adjustments based on employee feedback. It should ensure that allowances are structured to meet the diverse needs of the workforce.

NSSF should conduct a thorough analysis of staffing levels to address mixed opinions on sufficiency. It should ensure that the organization is adequately staffed to meet operational demands and maintain employee well-being. The organization should develop a resource allocation strategy that prioritizes areas with perceived importance, considering financial, human, and other resources. This approach ensures optimal resource utilization aligned with organizational priorities.

NSSF should prioritize investments in robust technological infrastructure to ensure that NSSF has the necessary hardware, software, and network capabilities to support efficient communication, data analysis, and storage. This includes regular updates and maintenance to keep technology up-to-date and secure.

NSSF should acknowledge the importance of remote work and provide the necessary policies and technological tools to facilitate a seamless remote work environment. This includes secure access to organizational systems, virtual collaboration tools, and cyber security measures to protect sensitive information.

5.5 Suggestions for Further Studies.

Further studies can compare the strategy implementation processes and performance outcomes of National Social Security Funds in Kenya with those in other sectors, identifying similarities and

differences in leadership practices, organizational structures, cultures, communication strategies, resource allocation, and technology adoption.

Future research could extend beyond the Kenyan context to include comparative analyses of National Social Security Funds across different countries, particularly focusing on emerging economies. Such studies could explore how geopolitical, economic, and cultural contexts influence strategy implementation and performance outcomes.

Another valuable direction for future research is the conduct of longitudinal studies. These studies, by tracking the evolution of strategy implementation processes over time, could illuminate the dynamic nature of strategic management within social security sector. They would particularly highlight how these entities adapt to the ever-changing economic landscapes, regulatory frameworks, and societal expectations, providing a temporal dimension to the understanding of strategic efficacy and resilience.

Further studies can focus on the influence of various stakeholders (e.g., government, beneficiaries, financial institutions) on the performance of National Social Security Funds. This is to analyze how the interests and expectations of different stakeholders shape the Fund's strategies and implementation processes.

The study also suggests further studies on the mediating role of technology on the influence of strategy implementation process on the Performance of National Social Security Funds.

Approximately 62.9% of the variability in the performance of National Social Security Fund, in Kenya was accounted for by technology, culture, Resources, communication, structure and Leadership. There is need for further studies to establish the predictors of the remaining 37.1% of NSSF performance.

The impact of regulatory changes on social security sector also warrants closer examination. In an era marked by rapid legislative evolutions and policy shifts, understanding how these external factors influence the operational and strategic facets of the sector is crucial. Such studies could delve into the ramifications of compliance requirements, policy adaptations, and legislative reforms on the operational efficiencies, stakeholder engagement strategies, and overall service delivery of these sector.

In the digital age, the role of innovation and technological advancement in shaping the operations and strategies of social security sector cannot be overstated. Future research could focus on dissecting how digital transformation and innovative management practices influence the performance and service delivery. This could include studies on the adoption of new technologies, digital platforms for customer engagement, and innovative financial management practices that collectively contribute to the strategic success of these funds.

Lastly, the exploration of sustainability and corporate social responsibility (CSR) within the strategic frameworks of NSSF presents an intriguing research path. Investigating how sustainability and CSR initiatives are integrated into the strategic planning and implementation processes of NSSF could provide insights into their impact on long-term performance, stakeholder trust, and the broader social impact. This line of inquiry could reveal how NSSF can leverage these principles not only to enhance their operational performance but also to contribute to societal well-being and environmental stewardship.

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APPENDICES

Appendix I: Introduction Letter

JULIUS MOENGA MATAI,

P.O BOX, 342-01000

THIKA.

Dear Respondent,

REF: REQUEST FOR DATA COLLECTION

I am reaching out to kindly invite you to participate in a questionnaire that is a crucial part of my doctoral research at Mount Kenya University, Thika Campus, where I am pursuing a Doctoral Degree in Business Administration and Management with a focus on management. The title of my thesis is "Assessment of Strategy Implementation Process on Performance of National Social Security Fund, Kenya." This study aims to explore the relationship between strategy implementation processes and organizational performance within the context of the National Social Security Fund in Kenya.

Your participation would involve completing a questionnaire that I anticipate will take a few minutes of your time. Rest assured, the information you provide will be treated with the utmost confidentiality and used exclusively for academic purposes to further understanding in this field. Participating in this study not only contributes to academic research but also offers insights that may benefit organizational strategies and performance, particularly in similar contexts.

I understand and respect your time is valuable, and I want to assure you that your contribution to this study is highly appreciated and will be instrumental in enriching the academic discourse surrounding strategy implementation and organizational performance. Should you have any questions or need further clarification, please feel free to contact me. Your participation is voluntary, and you may withdraw at any time without consequence.

Thank you in advance for your time and consideration. Your support in this academic endeavor is invaluable, and I look forward to your positive response.

JULIUS MOENGA MATAI

Appendix II: Consent Form for Participation in Research

Dear sir/madam,

I am Julius M. Matai, a doctoral candidate at Mount Kenya University, where I am pursuing a Ph.D. in Business Administration and Management. My current research focuses on evaluating the impact of strategic implementation processes on the performance of the National Social Security Fund in Kenya. This study aims to contribute to a deeper understanding of strategic management practices and their outcomes, which could have significant implications for both theory and practice.

As part of this research, I have developed a survey designed to collect insights on the subject matter. Your participation in this survey is entirely voluntary, and you may choose not to answer any question that you are uncomfortable with. Please be assured that your responses will be kept confidential and will be used solely for the purposes of this academic research. The data collected will be anonymized and stored securely, and findings will be reported as aggregated summaries, ensuring that individual responses cannot be identified.

Although there may not be direct personal benefits from participating in this study, your input will be invaluable in advancing knowledge in the field of business administration and could potentially inform future policies and practices within organizations similar to the National Social Security Fund.

The survey is expected to take approximately 45 minutes of your time. I kindly ask that you complete it with as much detail and accuracy as possible. Your prompt response will greatly aid in the timely completion of my research.

Should you have any queries or concerns regarding this research, you may contact me directly at Tel. 0722946024, or reach out to my supervisory team, Dr. Christine Jeptoo at 0722877412 and Dr. Martin Onsiro at +254716939832. For any issues relating to your rights as a participant in this study, please direct your inquiries to the Chairman of the Mount Kenya University Ethical Review Committee at P.O Box 342-01000, Thika.

Your collaboration in this vital academic research is greatly appreciated. Thank you.

CONSENT

I, the undersigned, hereby declare that I have fully read and understood the information provided to me regarding the research study conducted by Julius M. Matai, a doctoral candidate at Mount Kenya University, focusing on the evaluation of strategy implementation processes and their impact on the performance of the National Social Security Fund in Kenya.

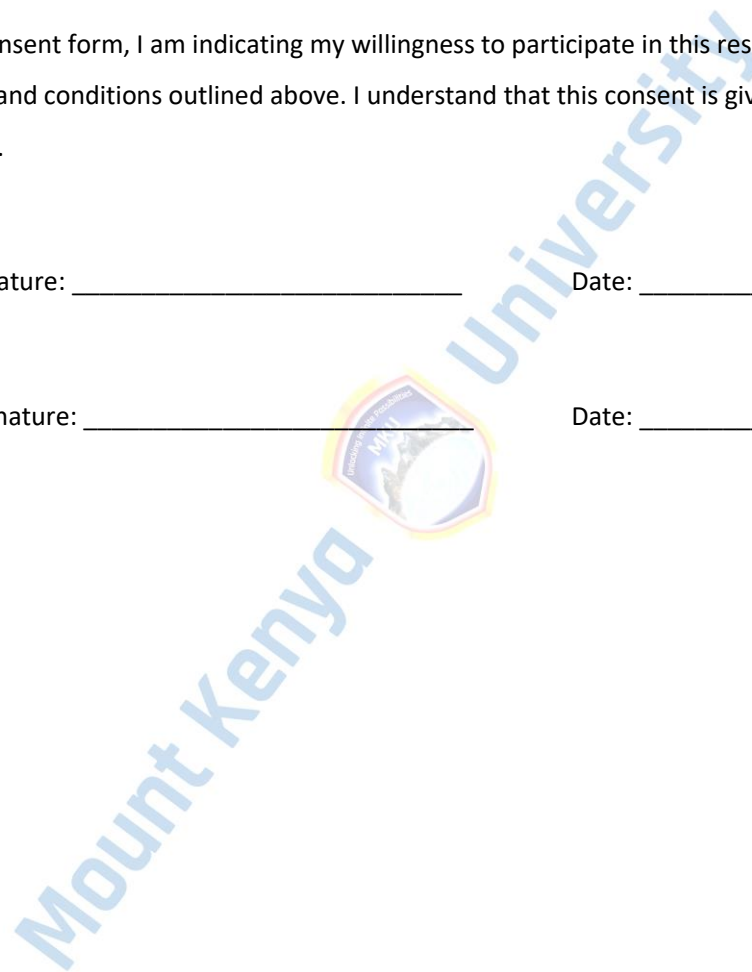
I acknowledge that my participation in this study involves responding to a questionnaire designed to gather insights relevant to the aforementioned research topic. I understand that my participation is completely voluntary and that I am free to withdraw from the study at any point without having to provide a reason for my withdrawal and without facing any consequences.

I have been informed that all information I provide will be treated with strict confidentiality, will be used exclusively for research purposes, and that any data obtained will be anonymized to ensure my privacy and confidentiality. I am aware that the results of the study will be reported in a manner that does not identify me or any other participants personally.

By signing this consent form, I am indicating my willingness to participate in this research study under the terms and conditions outlined above. I understand that this consent is given freely and without coercion.

Participant's signature: _____ Date: _____

Investigator's signature: _____ Date: _____



Appendix III: Questionnaire

This questionnaire is meant to collect data purely for the purpose of writing a thesis as a partial requirement for the degree of doctor of philosophy of Mount Kenya University.

Information provided will be treated with confidentiality and for the sole purpose of the said study.

Section one: Background information.

1. What is your age group?

20-30 30-40 40-50 50+

2. What is your education level?

High School College Graduate Post Graduate

3. Position you hold in organization?

Jnr Staff Jnr mgt Snr Mgt Board Members

4. Period you have served in the organization?

1-10 years 11-20 years 21-30years 31+

Section one: Organization Leadership

To what extent do you agree/disagree with the following statements? Tick (✓) the appropriate choice: 5 – strongly agree 4 – agree 3 – neutral 2 – disagree 1 – strongly disagree

NO	STATEMENT	RATE				
		S.A	A	N	D	S.D
1.	NSSF leaders are change driven					
2.	NSSF leaders have mobilization ability					
3.	NSSF leaders think rationally and openly (Globally)					
4.	NSSF leadership has integrity issues					
5.	NSSF leadership has good communication skills					
6.	NSSF leaders have entrepreneurial spirit – take reasonable risk					
7.	NSSF leadership is focused and objectives					

8.	NSSF leadership motivates personal and organization growth					
9.	NSSF Leadership is flexible and accommodative of staff's opinion.					
10.	NSSF Leadership is resilient at time of crisis					

Section two: Organization Structure

To what extent do you agree/disagree with the following statements? Tick (✓) the appropriate choice: 5 – strongly agree 4 – agree 3 – neutral 2 – disagree 1 – strongly disagree

NO	STATEMENT	RATE				
		S.A	A	N	D	S.D
1.	Our organization has clearly defined roles					
2.	Decision making takes a long time					
3.	Our organization has defined authority and autonomy					
4.	Our organization allow departments to plan & execute their plans					
5.	In our organization HOD comprise diversity to achieve organization objective					
6.	In our organization HOD have limited powers to plan and execute their activities.					

Section three: Organization culture.

To what extent do you agree/disagree with the following statements? Tick (✓) the appropriate choice: 5 – strongly agree 4 – agree 3 – neutral 2 – disagree 1 – strongly disagree.

NO	STATEMENT	RATE				
		S.A	A	N	D	S.D
1.	Our leaders are major promoters of core values					
2.	Managers have a unified purpose					

3.	Managers recognize and appreciate hard work					
4.	A good organization culture assist in goals achievement					
5.	A good culture enhance social systems stability					

3. To what extent has your organization culture impacted organizational performance in the following area? Tick (✓) your appropriate choice

5 – Very high impact. 4 – High impact. 3 – Neutral. 2 – Low impact. 1 – Very low impact.

NO	IMPACT ON PERFORMANCE.	5	4	3	2	1
1	Conflict education					
2	Improved education					
3	Improved control and co-ordination					
4	Convey sense of identity					
5	Enhance social system stability					
6	Reduce uncertainty					
7	Assist goal achievement					

Section four: Organization communication

The following are some of the common mode of internal and external communications used by organizations. To what extent are they effective? Tick (✓) the appropriate choice:

NO	STATEMENT.	5	4	3	2	1
1.	NSSF uses vision and mission as a mode of communication					
2.	NSSF uses emails as a mode of communication.					
3.	NSSF uses intranet as a mode of communication.					
4.	NSSF uses letters as a mode of communication.					
5.	NSSF uses work manuals as a mode of communication.					
6.	NSSF uses staff handbooks as a mode of communication					

7.	NSSF uses meetings as a mode of communication.					
8.	NSSF uses print and electronic mass media as a mode of communication					
9.	NSSF uses customer handbooks as a mode of communication					
10	NSSF uses promotional materials as a mode of communication.					
11	NSSF uses websites as a mode of communication.					
12	NSSF uses social media as a mode of communication.					
13	NSSF uses annual general meetings as a mode of communication					

Section five: Organization resources

The following are some of the common mode of internal and external communications used by organizations. To what extent are they effective? Tick (✓) the appropriate choice:

NO	STATEMENT	RATE				
		S.A	A	N	D	S.D
1.	NSSF follows a due process to recruit, select & promote employees					
2.	NSSF is sufficiently staffed					
3.	Financial rewards minimizes employee turn over					
4.	Job security minimizes organization employee turn over					
5.	Human resources is key to organization performance.					
6.	Financial resource is key to organization performance.					

The following is a list of some strategic resources available to organizations. Rate them according to their contribution to organizational performance. Tick (✓) your choice appropriately. 5 highest contributor and 1 is the least contributor.

NO	RESOURCE	5	4	3	2	1

1.	Time resource eg working hours					
2.	Human/ employees resources					
3.	Financial resources					
4.	Entrepreneur skills					
5.	Office space/ land					
6.	Information resource					
7.	Equipment's eg electronic and vehicles					
8.	Brand and copyrights					

Section six: Technology.

Rate the following statement on technology how it influences performance at NSSF. 1 represents the lowest score and five represents the high score

No	Functions of technology at NSSF.	5	4	3	2	1
1.	Technology promotes innovation creativity at NSF					
2.	Technology improve communication through emails and websites.					
3.	Technology assist data analysis, storage and retrieval .					
4.	Technology save time and simplify time consuming tasks.					
5.	Technology help staff to malttask functions .					
6.	Technology help to track and monitor processes.					
7.	Technology expedite service delivery and improve customers satisfaction.					
8.	Technology help staff to work away from the office.					

Section seven. Performance measurement at NSSF.

How do you perceive performance at NSSF. Rate the following statements. 1 is the lowest score while 5 is the highest score.

no	Performance measurement indicators	5	4	3	2	1
1.	Performance is measured against any submission statement					
2.	Performance is measured on the membership growth					
3.	Performance is measured based on revenue collection					
4.	Performance is measured on benefits paid to members					
5.	Performance is measure based on employee satisfaction					
6.	Performance is measured based on return on investment and net asset growth					

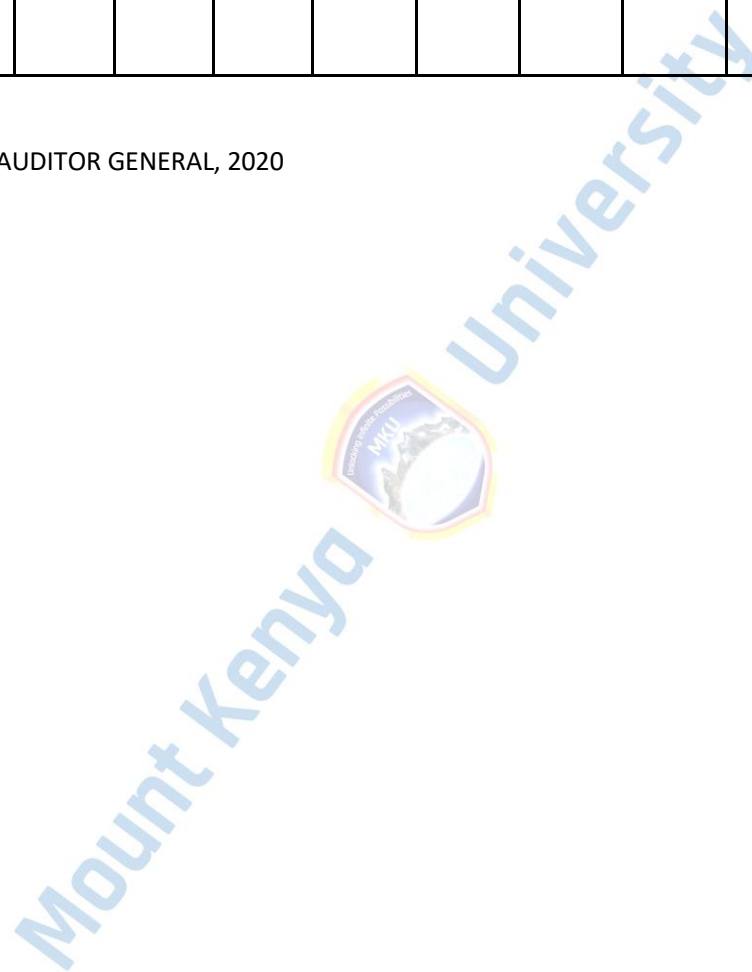
Thank you for sparing your time to complete this questionnaire. Be blessed.

****END****

Appendix IV: NSSF Growth Trajectory Table

	2012	2013	2014	2015	2016	2017	2018	2019	2020
MEMBERSHIP	1.5M	1.6M	1.7M	2.07M	2.38M	2.69M	2.78M	2.87M	3.0M
REVENUE (KSH)	7.2B	7.8B	8.4B	11.8B	12.8B	13.5B	14B	15.1B	14.7B
INTEREST ON NUMBERS ACCOUNT	5	4	12.5	3	6	7	7	3	0

SOURCE: AUDITOR GENERAL, 2020



Appendix V: Morgan Table

Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338



SOURCE: Krejcie & Morgan, 1970



REF: MKU/ISERC/3216

Date: 30 September 2023

TO: JULIUS MOENGA MATAI

REG: PHDBAM/2014/68715

Dear Sir/Madam,

RE: ASSESSMENT OF STRATEGY IMPLEMENTATION PROCESS ON PERFORMANCE OF NATIONAL SOCIAL SECURITY FUND, KENYA

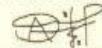
This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2260**. The approval period is **30/09/2023 - 29/09/2024**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,
The Chairman
Mount Kenya University
Ethics Review Committee
Box 342 - 0100, Thika



Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

Appendix VII: Introduction Letter



DIRECTORATE OF GRADUATE STUDIES

PHDBAM/2014/68715

2nd October, 2023

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,


RE: JULIUS MOENGA MATAI- REGISTRATION NO. PHDBAM/2014/68715

The purpose of this letter is to introduce the above named student who is pursuing **Doctor of Philosophy in Business Administration and Management** in the department of **Accounting and Finance** in the school of **Business and Economics**

The title of the research is **"Assessment of Strategy Implementation Process on Performance of National Social Security Fund, Kenya."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **October, 2023 and March, 2024.**

Any assistance accorded to the student will be highly appreciated.

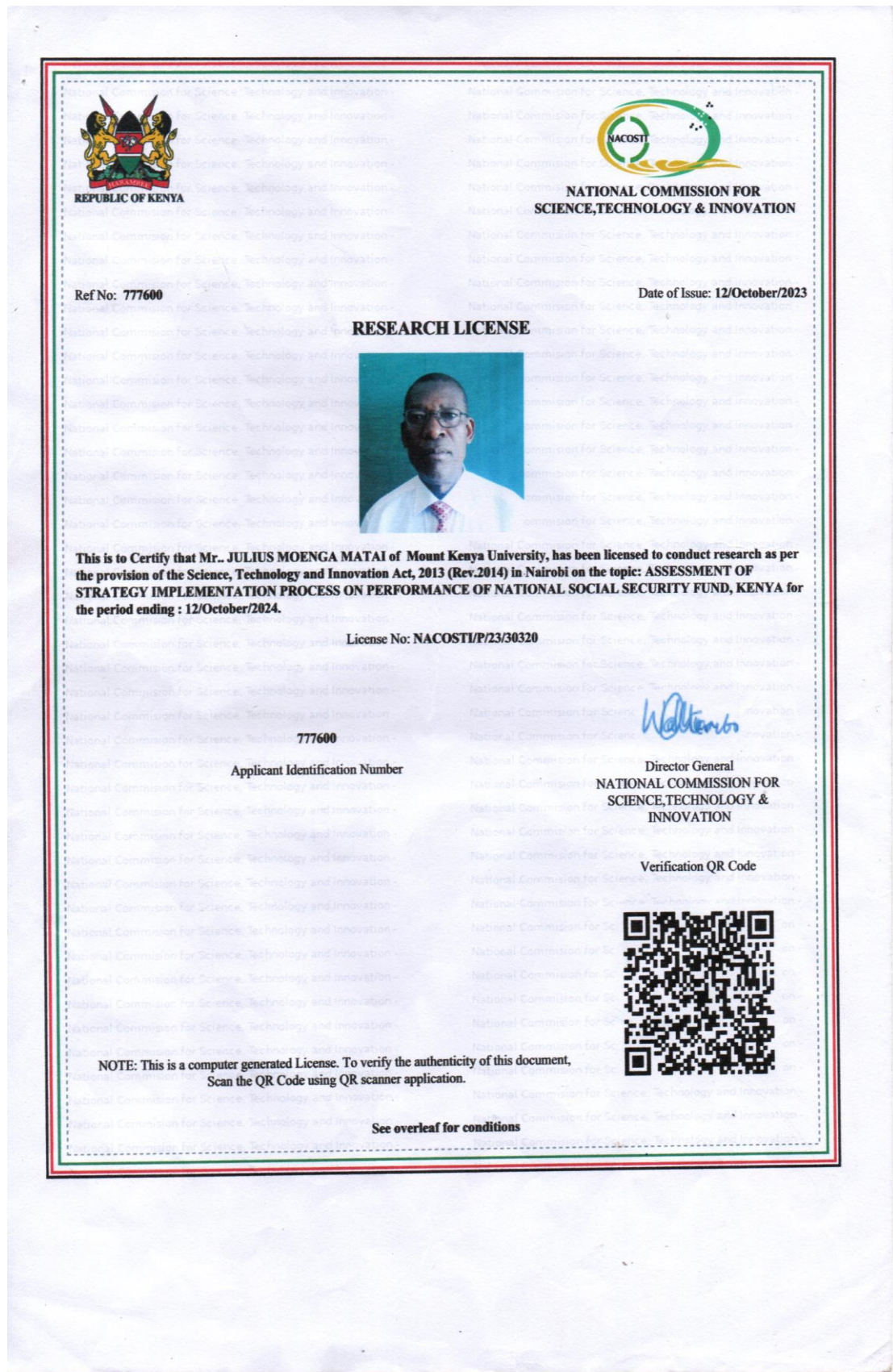
Thank you.

For

Dr. Samuel M. Karenga, Ph.D.
Director, Graduate Studies

Enc.

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Tel: 020-2878 000, Cell: +254 709 153 000
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.
Unlocking Infinite Possibilities

Appendix VIII: NACOSTI Research License



REPUBLIC OF KENYA



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 777600

Date of Issue: 12/October/2023

RESEARCH LICENSE



This is to Certify that Mr. JULIUS MOENGA MATAI of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: ASSESSMENT OF STRATEGY IMPLEMENTATION PROCESS ON PERFORMANCE OF NATIONAL SOCIAL SECURITY FUND, KENYA for the period ending : 12/October/2024.

License No: NACOSTI/P/23/30320

777600

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.

See overleaf for conditions

Appendix IX: Approval Letter from NSSF.



Forwarded
BRANCH MANAGER
N.S.S.F
KISII BRANCH
KISII
[Signature]
24/10/23

19th October, 2023



SF/P/1087 VOL.II(185)

Mr. Julius Moenga Matai

Thro'

Branch Manager,
National Social Security Fund,
KISII.

Dear Sir,

RE: REQUEST TO CARRY OUT AN ACADEMIC RESEARCH AT NATIONAL SOCIAL SECURITY FUND, KENYA HEADQUARTERS

Your letter dated 13th October, 2023 on the above matter refers.

You are hereby granted authority to carry out academic research at NSSF, Headquarters as per your request.

Kindly note that the Fund will not cover any cost related to this research and you are hereby advised to apply for official leave for the days needed to complete the exercise.

Be advised accordingly.

Yours faithfully,

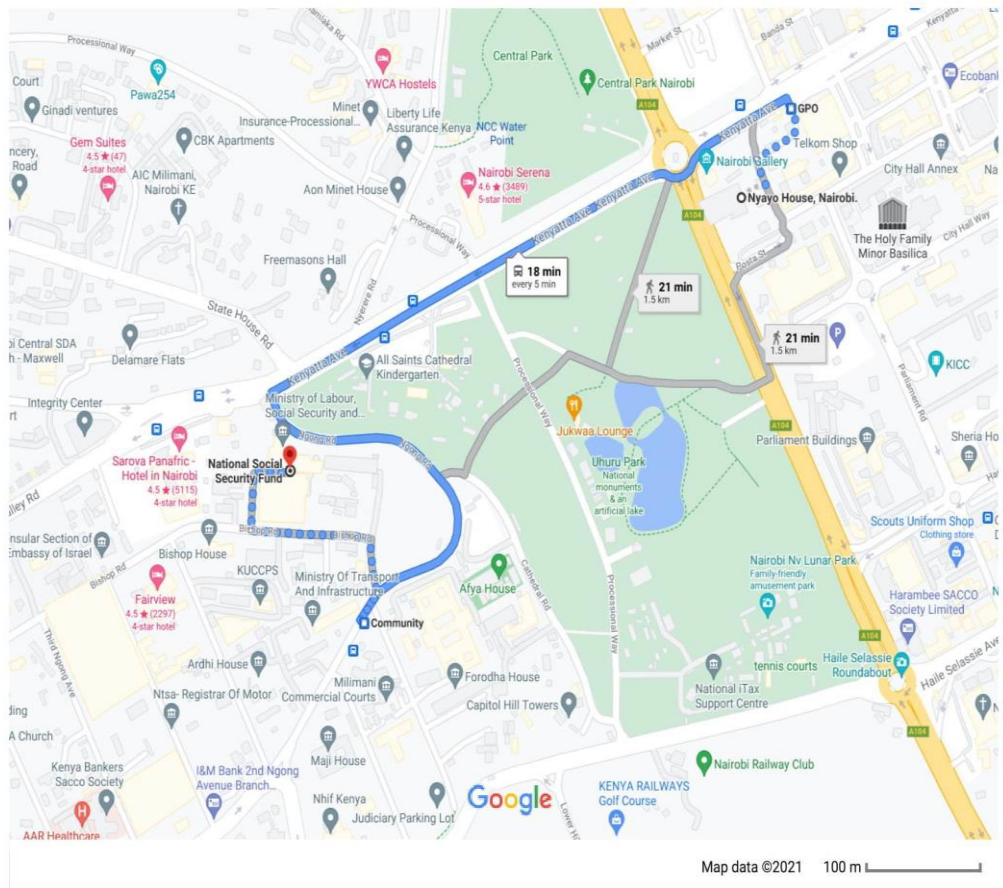
CAROLYN OKUL (MRS)
FOR: MANAGING TRUSTEE/CEO

National Social Security Fund
P.O. Box 30599 - 00100, Nairobi, Kenya T: (020) 2729911, 2710552
E: info@nssfkenya.co.ke W: www.nssf.or.ke

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Appendix X: Map of the Study Area

Google Maps Nyayo House, Nairobi. to National Social Security Fund 5:29 PM - 5:47 PM (18 min)
Fund



Source: Google map, (2023)

ASSESSMENT OF STRATEGY
IMPLEMENTATION PROCESS
ON PERFORMANCE OF
NATIONAL SOCIAL SECURITY
FUND, KENYA

by JULIUS MOENGA

Submission date: 06-Feb-2024 10:59PM (UTC+0300)

Submission ID: 2288122480

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