



**STRATEGY IMPLEMENTATION PRACTICES AND PERFORMANCE OF NATIONAL TRANSPORT AND SAFETY  
AUTHORITY IN KENYA**

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**ABSTRACT**

*Effective strategy implementation practices are fundamental drivers of organizational performance. This study determined the strategy implementation practices on the performance of NTSA. The NTSA faces challenges such as resistance from transport operators who are unwilling to comply with regulations and laws. This has led to increased accidents and fatalities on the roads. Besides, poor coordination with other government agencies, such as the police and county governments had made it difficult to enforce transport laws and regulations effectively. This has led to confusion and conflicts between the authority and other stakeholders, such as the police and county governments. Consequently, this research ascertained how the national transport and safety authority of Kenya performs in relation to strategy implementation techniques. The precise objectives of the research were to ascertain the effect of resource allocation, strategic leadership, employee empowerment and communication on the performance of NTSA. The study was guided by balance scorecard model, the goal setting theory, leadership theory, resource-based view theory and cybernetics theory. The research adopted the use of descriptive study design. The unit of analysis was National Transport and Safety Authority. The unit of observation was 172 employees working with the National Transport and Safety Authority. This study employed a stratified sampling technique to sample respondents, with respondents being sampled based on their respective organizations. Then, using a simple random sampling method, a random sample from each stratum was selected proportionally. All of the selected respondents completed questionnaires that were utilized for gathering primary data. The reliability of the questionnaire was evaluated through the Cronbach's alpha reliability coefficient. A content analysis approach was utilized to assess the qualitative data and convey it in narrative form. When appropriate, descriptive statistics like mean and standard deviation was employed to analyze quantitative data, which then was displayed in the form of tables, pie charts, and bar graphs. The research employed inferential statistics to ascertain the link between variables via the utilization of multiple regression and correlation analysis.*

**Key Words:** Resource Allocation, Strategic Leadership, Employee Empowerment, Communication

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## INTRODUCTION

Organizational performance involves a series of iterative processes that involve the establishment of organizational objectives, the monitoring of progress towards these objectives, and the implementation of appropriate adjustments to improve the effectiveness and efficiency of achieving these goals (Hrebiniak, 2019). Venkatraman and Ramanujam (2020) claim that strategy implementation involves the conversion of plans into actionable steps and desired outcomes. Success in strategy implementation is achieved when the actual performance of a company aligns with or surpasses the predetermined objectives outlined in the strategic plan. Furthermore, the degree to which a certain approach is executed proficiently should significantly impact overall success. Hence, in the pursuit of desired outcomes, it is essential to effectively execute sound tactics.

The concept of organizational performance refers to the successful completion of a certain objective, which is evaluated based on predetermined criteria of precision, comprehensiveness, cost-effectiveness, and efficiency. In essence, it pertains to the extent to which a certain accomplishment has been or is being realized (Bowlby, 2017). According to Selden and Sowa (2020), it is a common objective for organizations to enhance their effectiveness and get better outcomes. Efficiency is closely associated with an organization's capacity to develop a distinctive framework for accepting economic possibilities via exchange connections. Consequently, it represents a significant mechanism through which the organization engages with its environment to foster sustainable development.

Franssila and Pohkemon (2019) highlight that strategy implementation practices maximize shareholders' wealth and profitability. The management of organizations must ensure compliance with the ethical and logical norms within the organizational operations (Hosmer, 2019). In the past, strategy has contributed to achieving organizational goals and objectives.

Carter (2020) described strategy as a set of coordinated actions that managers adopt to achieve organizational performance.

The National Transport and Safety Authority (NTSA) was established through parliament Act No 33 on October 26th, 2012. The NTSA was mandated to regulate the transport industry and provide guidelines and rules needed to promote safety to Kenyan road users as a matter of principle (NTSA New Edition, 2018). The main aim of the NTSA is to provide harmony, control the operations of the major road transport departments, effectively manage the sub-sector of road transport in Kenya, and reduce the deaths through road carnage. The vision of the National Transport and Safety Authority is to enhance the efficiency, reliability and safety of Kenyan roads. On the other hand, the mission of the NTSA is to improve the accessibility of road transport systems in Kenya and all its users. The mandate of the NTSA is to conduct registration and license motor vehicles, carry out motor vehicle inspections and certification, and advise the national government on the national policy in road transport as well as regulating public service vehicles, among others. The study has chosen the National Transport and Safety Authority as its operations are linked to effective strategy implementation practices such as resource allocation, strategic leadership, employee empowerment and the right communication channels. This study therefore looked into the strategy implementation practices and performance of the NTSA.

### Statement of the Problem

There is a growing trend among organizations to embrace strategic implementation approaches with the expectation that this would lead to enhanced performance and the successful attainment of their objectives. Mustafa and Bon (2020) have seen similar patterns in Kenyan government parastatals, where there is a pursuit of change management strategies to enhance operational efficiency and effectiveness. Kelemba, Chepkilot, and Zakayo (2021) have noted that many parastatals have

difficulties due to resource constraints, and there is a prevailing cynicism about the usefulness of using strategic techniques for enhancing the performance of state-owned institutions.

The NTSA was established with the goal of streamlining the activities of the important road transport departments, assisting in the sector's efficient management, and reducing the number of fatalities due to traffic accidents. However, The NTSA faces challenges such as resistance from transport operators who are unwilling to comply with regulations and laws. This has led to increased accidents and fatalities on the roads. Besides, poor coordination with other government agencies, such as the police and county governments had made it difficult to enforce transport laws and regulations effectively. This has led to confusion and conflicts between the authority and other stakeholders, such as the police and county governments.

Ngugi (2017) conducted a research that examined the correlation between Strategy Implementation and Performance of Insurance Companies in Nairobi, Kenya. The findings of the study suggest that managers should consistently provide guidance and oversight across various stages of strategy implementation. However, the study presents a contextual gap as it focused on insurance firms. Donna and Wanjira (2018) conducted an investigation into the correlation between strategy implementation and organizational performance among institutions of higher educational institutions located in Kiambu County. Their findings indicated that strategic leadership had a significant effect on the performance of these organizations. However, performance was based on year 2014 to 2017 thus presenting a contextual gap. Mailu, Ntale, and Ngui (2018) aimed to assess the impact of strategy implementation on the performance of the pharmaceutical business in Kenya. The study's results demonstrated a noteworthy and statistically significant correlation between the execution of strategies and organizational success. Nevertheless, it is important to acknowledge that the individuals involved were purposefully chosen, which may

introduce a potential methodological limitation. Hence, the primary objective of this research was to examine the impact of strategy implementation approaches on the performance outcomes of the NTSA, Kenya.

### **Objectives of the Study**

This research explored the impact of strategy implementation techniques on the performance outcomes of the NTSA, Kenya. The study was guided by the following specific objectives;

- To determine the effect of resource allocation on the performance of NTSA, Kenya
- To assess the influence of strategic leadership on the performance of NTSA, Kenya
- To determine the effect of employee empowerment on the performance of NTSA, Kenya
- To establish the effects of communication on the performance of NTSA, Kenya.

## **LITERATURE REVIEW**

### **Theoretical Review**

#### **The Balance Scorecard Model**

The Balanced Scorecard Model is a performance model formulated by Kaplan and Norton (1996). The performance model provides a link between strategy and institutions day to day operations. The Balanced Scorecard performance model defines institutional performance based on the institutions' goals. According to Kaplan and Norton (1996), the model concept is a critical way of changing the vision and mission of an institution into tools that can offer effective performance. Besides, the tool can be that which offers successful communication of the strategic aims, hence aiding performance based on the prior set objectives and goals. According to Malina and Selto (2015), the balancing scorecard performance model creates a relationship between institutional performance and the vision and goals initially set. However, this can be effectively determined by the strategy implementation practices adopted and economic and innovation dimensions.

Munge (1996) highlighted that the balanced scorecard model of performance translates the mission of an institution into the actual performance, hence acting as the main point of achieving higher performance level. Pearce and Robinson (2007) further highlighted that there are measures associated with the cause-and-effect relationship between goals set by an institution, strategies to be adopted in meeting the goals and the final performance achieved. As a result, meeting one perspective goal instantaneously contributed toward anticipated gains in meeting the next objectives, influencing institutions' performance to a greater extent.

The Balanced Scorecard Model is highly significant and relevant to the study as it determined the relationship between strategies that can be adapted to meet performance based on the initially set goals and objectives. Besides, the model ensures institutions' operations align with their mission and vision. The model clearly assesses the institution's present and future operational performance. The capacity of an institution to develop and adapt its strategies in order to accomplish its goals is contingent upon its distinct and ever-evolving relationship with both its internal and external surroundings. As a result, management need to have a close monitoring of those strategy implementation practices that aid performance. The model is used to explain the dependent variable that is organization performance.

### **The Goal Setting Theory**

The Theory was first formulated by Edwin Locke and Gary Latham in the late 1960s and early 1970s. The theory of goal setting in strategy execution and organizational performance posits that the establishment of specified and ambitious objectives may contribute to the enhancement of organizational performance. According to this theory, when employees are given clear and specific goals, they are more likely to be motivated to achieve them. This motivation can lead to increased effort, improved focus, and a greater sense of

purpose, which can ultimately lead to better organizational performance.

The theory proposes that goals should be challenging but achievable, and should be communicated clearly to all employees. In addition, goals should be measurable and linked to organizational strategy, so that employees can see how their efforts contribute to the overall success of the organization (Toney, 2018). The theory also suggests that feedback is an important component of goal setting. Employees should be provided with regular feedback on their progress towards their goals, so that they can adjust their efforts and strategies as needed to stay on track.

### **Leadership Theory**

Leadership Theory was postulated by Thomas (1980). The theory, sometimes referred to as the trait theory of leadership, gained prominence in the twentieth century. The concept emerged from the well-known great man theory, which gained popularity via the works of Thomas Carlyle throughout the 19th century. Davy & Sanders (2009) highlights that there has been an evolution of the Leadership theories since 19<sup>th</sup> century and has clustered in a chronological manner as; contingency theories, trait theories, transactional theories, behavioral theories and transformational theories. The trait leadership theory is highly dependent on the human characters and behaviors possessed by the leaders as indicator of their performance (Godwin, 2013). Three major elements (task focus, people focus and development focus) are present in these the leadership theories and have been useful measures of effectiveness leadership (Odondi, 2011). Whereas organizational performance is in a fluid condition, contingent factors in given circumstances serve to be pillars to the leaders' behaviors, hence contingency theory of leadership. On the same note, the contemporary theory of leadership extent to achieving strategic leadership through incorporation of the organizational changes (Davy & Sanders (2009).

There are multiple approaches to strategic leadership. From the leadership theories, the

strategic approach permits leaders to look into the future and come up with the new measures of meeting the set goals on time. Consideration of the human resource approach or leadership, people are considered to be key in making key decisions (Watson, 2017). In the expertise approach of leadership, the power lies on the leaders and can act as the focal point indecision making process. The leadership theory suggests that the leaders need to come up with policies, approaches, and structures whereby outcomes are viewed as the change agent (Njonge, 2018). However, much it is not easy to determine the measure of organizational leadership, leadership practices have great influence on performance.

### **Resource Based View Theory**

The Theory, as formulated by Penrose (1954), posits that a corporation may attain and maintain a competitive advantage by possessing resources that exhibit characteristics of value, rarity, imperfect imitability, and non-substitutability. Not all resources has strategic relevance within an organizational context. The primary objective of an organization is to establish and maintain access to and control over valuable resources via the strategic acquisition and management of both internal and external resources.

For sustainable competitive advantages, enterprises are compelled to depend on a diverse range of external suppliers for various components, software, expertise, and sales, therefore acquiring access to significant resources and external capabilities (Langlois, 2010). The argument presented aligns with the need and determinants that influence strategic decision-making in organizations. These determinants include cost reduction, the introduction of new products or services, the emphasis on core competencies, and labor flexibility, all of which contribute to enhancing organizational performance. According to Barney (1991), lasting competitive advantage is obtained via the use of resources that include the following characteristics: value, rarity, imperfect imitability (attributed to causal inconsistency, social intricacy,

and route dependency), and non-substitutability. The resource-based view of the company acknowledges that traits pertaining to prior experiences, organizational culture, and skills play a crucial role in determining the firm's performance.

### **Cybernetics Theory**

This research was informed by the Cybernetics theory, which was developed by Ross, Ashby, and Norbert Wiener in 1960. This theory places emphasis on the mathematical theory of communication and control systems, specifically via the use of regulatory feedback mechanisms. A positive feedback occurs when the desired objective is successfully accomplished, whereas a negative feedback might arise in situations when there is an instant or delayed reaction. Feedback may also serve as a means to assess the effectiveness of a particular communication transmission or in a retrospective scenario. The core focus of this work is on the manner in which various parts, such as digital, mechanical, or biological components, govern their behavior, transmit and react to information, and undergo modifications to efficiently accomplish these fundamental objectives.

The theory has significance in the field of research as it highlights the need for organizational managers to personally communicate new rules and changes within the company's systems to the personnel. This facilitates the employees' awareness and effective participation in matters that directly concern them. Therefore, individuals must recognize the appropriate circumstances in which to use formal or informal modes of communication, since their main goal is to get desired outcomes from their team members. Furthermore, the use of cybernetics theory becomes advantageous for organizations seeking to enhance worker performance. It is essential that these organizations ensure the adequacy of feedback mechanisms in relation to work attitude, productivity, and effective project execution. The theory is applied to elucidate the variables of communication.

## Empirical Literature Review

Resource allocation is a strategy implementation practice that is aided by the management so that an institution's overall performance can be achieved. According to Nasrabadi *et al.* (2018), resource allocation is the decision problem in which a decision-maker in an organization allocates the necessary and available institutional resources to decision-making units to improve performance. In this manner, the useful approach to evenly distributing resources guarantees improved institutional performance. The process of resource allocation is important in influencing the successful execution of the sanction plans by the management (Liefner, 2020). An institution failing to conventionally deploy the available resources or delaying implementation negatively affect the set performance standards (Slevitch *et al.*, 2018).

Allocation of the organizational resources effectively translates to achieving the institution's initially set objectives. According to Coff (2018), strategic allocation of resources is one of the key reasons behind successful strategy execution in government institutions, thereby influencing performance levels. Similarly, Hussain *et al.*, (2019) highlight that a weak connection between human, physical and financial resource allocation policies negatively influence the performance level of an organization. This finding contradicted the research conducted by Peng, M., & Zhang (2020), which concluded that the allocation of resources is one of the elements that has a beneficial impact on an organization's effective execution of strategies.

Strategic leadership entails envisioning the future of an institution by the management and coming up with the right measures to meet the future objectives. Effective leadership is a strategy implementation practice that is significant in guiding other organizational operations to meet the desired objectives, influencing the performance of institutional activities (Carter & Gear, 2020). It may not be easy to conceptualize a measure of leadership, but other proxy factors can be used to assess the extent to which strategic leadership

affects performance. Jaleha & Machuki (2018) views strategic leadership as the ability of institutional management to organize and carry out operations that positively affect organizational performance by influencing the group of employees.

The leaders are responsible for ensuring that all the adopted strategies for institutional operations are well implemented across all organizational levels to ensure the execution of project activities. Strategic leadership also entails the engagement of the all the stakeholders, consideration of the organizational structure and all the transformations that need to be put in place (Smith., 2019). Strategic leadership entails supervision of the human capital that forms a basis of the performance of an organization. The human capital through effective staff recruitment, employee motivation and continuous employee training determine the level of performance of institutional activities. Forty to fifty percent of the cumulative performance of the organizational activities are determined by management of human resources, attributed by strategic leadership (Roch *et al.*, 2019). Employees get to be keener whenever effective strategies have been implemented. Therefore, strategic leadership can easily contribute to the performance of institutional operations whenever human capital is well developed while maintaining key competencies within the organization to enable the implementation of reliable strategies. (Bundi, 2018).

Employee development is also known to be employee empowerment. It is a strategy implementation practice geared towards assessing the human capital and the entire workforce in an organization (Goldstein, 2019). Human capital directly affects institutional performance since all the organizational processes need human intervention (Ripley, 2021). Development of the human resources equips them with the relevant skills needed to perform all the roles required to achieve improved performance of organizational operations. According to Noe (2020), the performance of organizational projects is attributed to the resource-based view effects, whereas 25% is

by the industry view effect. Achievement of performance of is correlated with the extent to which employees are recruited, trained and motivated. Besides, employee development is significant in the strategy implementation process as it entails both the top-level management and employees.

A large volume of studies has been carried out across the globe to assess the relationship between employee development and performance. In Canada, Kuvaas and Dysviic (2020) undertook an investigation to assess the impact of staff training on the performance of food processing companies. The research included both longitudinal and cross-sectional designs. The research focused on a sample size of 800 individuals employed in 120 food processing companies in Canada. The study population was sampled via stratified random sampling, resulting in a total of 564 individuals being identified as research respondents. The gathering of data was accomplished through the utilization of standardized questionnaires and interview guides. The data collected in this research were subjected to analysis utilizing multiple regression and correlation analysis techniques. The study's results indicate that staff development has a favorable impact on the performance of food processing enterprises in Canada. The study also determined that to achieve a greater performance of operations in food processing firms, an investment in employee recruitment, training and motivation is necessary. In India, Rajan (2018) also determined that satisfaction of organizational human resources is the driving force for organizational performance.

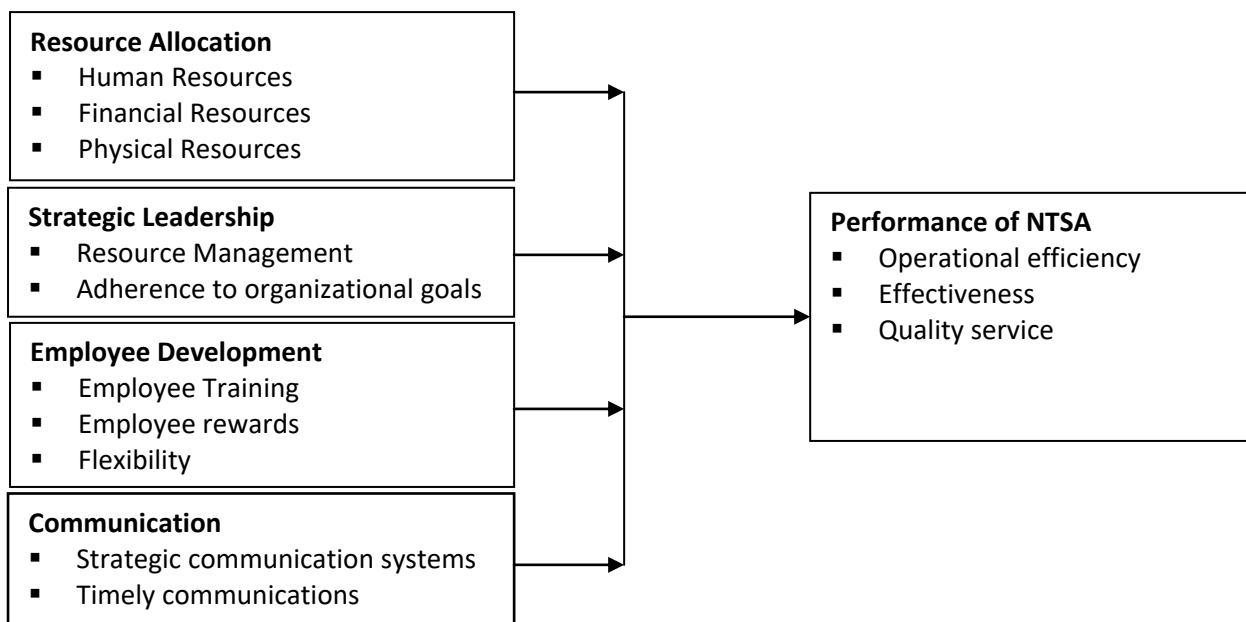
Communication is a strategy implementation practice that entails accessing information from one party to another using acceptable mediums or channels of information transfer (Firihoit et al., 2018). Communication as a strategy implementation practice is a powerful tool as it enables reporting and feedback systems, hence providing an institution with an assessment opportunity that influences performance. According

to Katz (2020), the communication personnel, including the communication strategy chief executive officer and all other personnel given the mandate to help in organizational planning. Therefore, effective communication is necessary for implementing strategies and achievement of performance. The culture of an institution represents the shared values and thus affords it the flexibility and rigidity of fitting it to threats and opportunities in an effective manner. Broadbeck (2018) highlights that it becomes a challenge to coordinate project activities without effective organizational practice, hence slowing down the project implementation process. This, in turn, affects the performance of the operations under execution.

Globally, numerous empirical investigations have been undertaken to ascertain the prevailing correlation between communication and organizational performance. Snyder & Morris (2018) assessed the impacts of communication systems on the performance of Commercial Banks in Austria. The survey was conducted for a period of three years. The study targeted a population of 56 commercial banks in Austria, from which the study considered 312 staff. A random sampling method was used in selecting study respondents from which the study viewed 186 respondents. Structured questionnaires were utilized in order to obtain data. The data acquired in this research was subjected to analysis of variance and linear correlation techniques in order to evaluate the degree of relationship between employee performance and internal recruiting practices. The findings from the study determined that communication strengthens the level of engagement of the stakeholders in commercial banks in Austria. The study also identified a significant link between the use of communication channels in formulation of the best strategies towards achieving improved performance of commercial banks in Austria.



## Conceptual Framework



### Independent Variables

### Dependent Variable

**Figure 1: Conceptual Framework**

## METHODOLOGY

The research adopted the use of descriptive study design. The unit of analysis was NTSA. According to the NTSA Report published in May 2021, there were a total of 172 employees. The sample size for this study consisted of 172 personnel who were employed by the NTSA. This study employed a stratified sampling technique to sample respondents, with respondents being sampled based on their respective organizations. Then, using a simple random sampling method, a random sample from each stratum was selected proportionally. The determination of the sample size was accomplished utilizing Taro Yamane's formula, which assumed an error value of 0.05. The research therefore included a sample size consisting of 120 participants, which was achieved by applying a factor of 0.698 (69.8%) to the target population.

To successfully achieve primary data collection, the researcher used questionnaires. The study questionnaire enabled the researcher to collect relevant data based on the monitored study variables. This research conducted a pilot study in ascertaining the extent of reliability and validity of

the research instrument. The research included both qualitative and quantitative data. The approach of thematic analysis was used to analyze the qualitative data gathered from the open-ended questions. Quantitative data was analyzed using descriptive statistical analysis techniques, including measures such as the mean and standard deviation. The findings were shown via the use of tables and figures, which were prepared utilizing SPSS version 20.0. Additionally, the research conducted inferential analysis, including correlation analysis and regression analysis, in order to ascertain the degree of effect between the variables. The investigation was guided by an empirical regression equation, which can be expressed as follows:

The regression equation for the study variables was given by;

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

Whereby

$Y$  = Performance

$X_1$  = Resource Allocation

$X_2$  = Strategic Leadership

$X_3$  = Employee Development

$X_4$  = Communication

$\beta_0$  = Constant Term

$\beta_1 - \beta_4$  = Coefficients

$\varepsilon$  = Error term

## FINDINGS AND DISCUSSIONS

### Descriptive Statistics Results

Descriptive statistics such as means and standard deviations were used to present quantitative data with the use of Statistical Package for Social Sciences (SPSS) version 17.0. The findings of the descriptive statistics were based on study specific variables and presented as follows.

### Resource Allocation

The study sought to determine the effect of resource allocation on the performance of NTSA, Kenya. Table 1 presents the descriptive statistics results on resource allocation of NTSA.

**Table 1: Resource Allocation**

Statement	Mean (M)	Standard Deviation (SD)
The organization has adequate human resources	4.23	0.620
The organization has adequate physical resources	4.05	0.846
The organization has adequate financial resources	4.48	0.640
Employees in this company are emotionally attached to the company	4.45	0.677
Employees exhibit high levels of commitment to the organization.	4.60	0.545
Physical resources are well utilized in the organization	4.27	0.753
The organization is able to generate its financial resources	4.51	0.418
Our organization has appropriate technology that helps manage the changing business climates	4.62	0.377
Adequate resources are allocated to strategy implementation	4.56	0.436

**Source: Research Data (2023)**

The results in Table 1 shows that the respondents strongly agreed on the statements that; their organization has appropriate technology that helps manage the changing business climates (M=4.62, SD=0.377), employees exhibit high levels of commitment to the organization (M=4.60, SD=0.545), adequate resources are allocated to strategy implementation (M=4.56, SD=0.436) and that the organization is able to generate its financial resources (M=4.51, SD=0.418). The results agree with Nasrabadi *et al.* (2018), who resource allocation is the decision problem in which a decision-maker in an organization allocates the necessary and available institutional resources to decision-making units to improve performance. In

this manner, the useful approach to evenly distributing resources guarantees improved institutional performance

The respondents agreed on the statements that; the organization has adequate financial resources (M=4.48, SD=0.640), employees in this company are emotionally attached to the company (M=4.45, SD=0.677), physical resources are well utilized in the organization (M=4.27, SD=0.753), the organization has adequate human resources (M=4.23, SD=0.623) and that the organization has adequate physical resources (M=4.05, SD=0.846). The finding concur with Coff (2018), who indicated that strategic allocation of resources is one of the key reasons behind successful strategy execution in

government institutions, thereby influencing performance levels. The results also agree with Hussain et al., (2019) who highlight that a weak connection between human, physical and financial resource allocation policies negatively influence the performance level of an organization.

### Strategic Leadership

The study sought to assess the influence of strategic leadership on the performance of NTSA, Kenya. Table 2 presents the descriptive statistics result on strategic leadership of NTSA.

**Table 2: Strategic Leadership**

Statement	Mean (M)	Standard Deviation (SD)
Leadership has outlined the company's vision clearly.	3.70	1.572
The organization's leadership is dedicated to achieving its goals.	3.28	1.502
The organization's vision is cherished by the leadership.	4.58	0.747
Strategic goals serve as a blueprint for the organization's efforts.	3.33	1.730
Results of the strategic review are put into practice.	4.21	0.795
The organization's operating procedures have been outlined by the leadership.	3.86	1.388
Leadership is committed to achievement of organizational goals	4.50	0.499
There is harmonized strategy across all leadership levels in the firm	4.57	0.428

**Source: Research Data (2023)**

The results in Table 2 shows that the respondents strongly agreed on the statements that; the organization's vision is cherished by the leadership (M=4.58, SD=0.747), there is harmonized strategy across all leadership levels in the firm (M=4.57, SD=0.428) and that leadership is committed to achievement of organizational goals (M=4.50, SD=0.499). The finding concur with Carter and Gear (2020) who observe that effective leadership is a strategy implementation practice that is significant in guiding other organizational operations to meet the desired objectives, influencing the performance of institutional activities.

The respondents agreed on the statement that; results of the strategic review are put into practice (M=4.21, SD=0.795), the organization's operating procedures have been outlined by the leadership (M=3.86, SD=1.388) and that leadership has outlined the company's vision clearly (M=3.70, SD=1.572). The results agree with Smith (2019) who indicated that strategic leadership also entails the engagement of the all the stakeholders,

consideration of the organizational structure and all the transformations that need to be put in place.

The respondents indicated neutral on statements that; Strategic goals serve as a blueprint for the organization's efforts (M=3.33, SD=1.730) and that the organization's leadership is dedicated to achieving its goals (M=3.28, SD=1.502). The findings are in contrary with Bundi (2018) who observe that employees get to be keener whenever effective strategies have been implemented. Therefore, strategic leadership can easily contribute to the performance of institutional operations whenever human capital is well developed while maintaining key competencies within the organization to enable the implementation of reliable strategies.

### Employee Empowerment

The study sought to determine the effect of employee empowerment on the performance of NTSA, Kenya. Table 3 presents the descriptive statistics result on employee empowerment of NTSA.

**Table 3: Employee Empowerment**

Statement	Mean (M)	Standard Deviation (SD)
Staff get continuous training to enhance their skills and capacities.	3.90	1.081
Regular skills and knowledge transfer sessions are conducted to facilitate the dissemination of information on new services.	4.63	1.148
Improved performance can be achieved whenever more funds are allocated for employee training.	4.75	0.588
New recruits are taken through formal induction.	4.83	0.385
There exists enough opportunity for personnel to develop and impart professional expertise to their peers.	3.95	0.504
The company has implemented a knowledge management program.	4.39	0.838

**Source: Research Data (2023)**

The results in Table 3 indicates that the respondents strongly agreed that; new recruits are taken through formal induction (M=4.83, SD=0.385), Improved performance can be achieved whenever more funds are allocated for employee training (M=4.75, SD=0.588) and that regular skills and knowledge transfer sessions are conducted to facilitate the dissemination of information on new services (M=4.63, SD=1.148). The finding agree with Ripley (2021) who indicate that development of the human resources equips them with the relevant skills needed to perform all the roles required to achieve improved performance of organizational operations.

The respondents agreed on the statements that; the company has implemented a knowledge

management program (M=4.39, SD=0.838), there exists enough opportunity for personnel to develop and impart professional expertise to their peers (M=3.95, SD=0.504) and that staff members get continuous training to enhance their skills and capacities (M=3.90, SD=1.081). The finding concurs with Goldstein (2019) who indicated that employee development is also known to be employee empowerment. It is a strategy implementation practice geared towards assessing the human capital and the entire workforce in an organization.

#### **Communication**

The study sought to establish the effects of communication on the performance of NTSA, Kenya. Table 4 presents the descriptive statistics result on communication of NTSA.

**Table 4: Communication**

Statement	Mean (M)	Standard Deviation (SD)
The company's policy is properly communicated to the staff.	4.10	0.136
Communication strengthens the level of engagement of the stakeholders	4.59	0.834
Our organization has proper communication channels.	4.33	0.598
Using the right communication channels fastens coordination of the organizational activities	4.19	0.831
Company strategy is adequately and communicated to members of the staff	4.51	0.595
There exists a transparent and effective means of communication on the allocation of responsibilities for a certain set of tasks.	4.22	0.799
The stakeholders effectively communicate their expectations on the degree of execution of activities.	4.62	0.378
Timely communication is done on all company issues	4.57	0.429

**Source: Research Data (2023)**

The results in Table 4 indicate that the respondents strongly agreed that; the stakeholders effectively communicate their expectations on the degree of execution of activities (M=4.62, SD=0.378), communication strengthens the level of engagement of the stakeholders (M=4.59, SD=0.834), timely communication is done on all company issues (M=4.57, SD=0.429) and that company strategy is adequately and communicated to members of the staff (M=4.51, SD=0.595). The results agree with Katz (2020), who observe that the communication personnel, including the communication strategy chief executive officer and all other personnel given the mandate to help in organizational planning. Therefore, effective communication is necessary for implementing strategies and achievement of performance.

The respondents agreed on the statement that; their organization has proper communication channels (M=4.33, SD=0.598), there exists a transparent and effective means of communication on the allocation of responsibilities for a certain set of tasks (M=4.22, SD=0.799), using the right communication channels fastens coordination of the organizational activities (M=4.19, SD=0.831) and that the company's policy is properly communicated to the staff (M=4.10, SD=0.136). The finding concurs with Firihoit et al., (2018) who observe that communication is a strategy implementation practice that entails accessing information from one party to another using acceptable mediums or channels of information transfer.

### Performance

The study sought to establish the performance of NTSA, Kenya. Table 5 presents the descriptive statistics result on performance of NTSA.

**Table 5: Performance**

Statement	Mean (M)	Standard Deviation (SD)
There are reduced cases of customer complaints	4.51	0.595
There is reduction in turn-around time.	4.49	0.622
The firm implemented numerous techniques to improve operational efficiency.	4.59	0.528
The organization ensures continuous process improvement	4.53	0.582
The organization has good corporate image	3.99	1.011
The company employed novel strategies with the purpose of effectively controlling and enhancing performance.	4.23	0.768
The organization has a working service delivery charter	4.01	0.987
The organization has program targets and deadlines	3.57	1.429
The organization has proper accountability mechanisms	4.56	0.436
The organization has a public feedback mechanism	4.50	0.499

**Source: Research Data (2023)**

The results in Table 5 indicated that the respondents strongly agreed that; the firm implemented numerous techniques to improve operational efficiency (M=4.59, SD=0.528), The organization has proper accountability mechanisms (M=4.56, SD=0.436), the organization ensures continuous process improvement (M=4.53, SD=0.582), there are reduced cases of customer

complaints (M=4.51, SD=0.595) and that the organization has a public feedback mechanism (M=4.50, SD=0.499). According to Selden and Sowa (2020), it is a common objective for organizations to enhance their effectiveness and get better outcomes.

The respondents agreed on the statements that; there is reduction in turn-around time (M=4.49,

SD=0.622), the company employed novel strategies with the purpose of effectively controlling and enhancing performance (M=4.23, SD=0.768), the organization has a working service delivery charter (M=4.01, SD=0.987), the organization has good corporate image (M=3.99, SD=1.011), the organization has program targets and deadlines (M=3.57, SD=1.429). According to Ford and Schellenberg (2021) the goal approach method of evaluating an organization's performance is based on measuring the organization's capacity to meet

### Correlation Analysis

**Table 6: Correlation Analysis**

	Resource allocation	Strategic leadership	Employee empowerment	Communication	Performance
Performance Pearson Correlation	.807**	.777**	.791**	.764**	1
Sig. (2-tailed)	.000	.000	.000	.000	
N	115	115	115	115	115

Source: Research Data (2023)

The results in Table 6 show that the Pearson r value for resource allocation, strategic leadership, employee empowerment and communication were; 0.807, 0.777, 0.791 and 0.764 respectively. Therefore, it can be deduced that all the correlation coefficients are statistically significant at 0.01 level of significance for two-tailed test. In addition, given that the values of correlation coefficient are all

its objectives set by its stakeholders, and the performance of an organization is driven by its ability to capitalize on its environment by obtaining high value and scarce resources to support its operations.

### Inferential Statistics Results

The results of inferential statistics were based on correlation analysis and regression analysis. These results are presented as follows;

positive, it is clear that there is positive linear correlation between the pairs of variables.

### Regression Analysis

The study carried out regression analysis to establish the degree to which the dependent variable was influenced by the independent variables studied. The results are presented as follows:

**Table 7: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.700 <sup>a</sup>	.812	.801	1.206

Source: Research Data (2023)

The results presented in Table 7 show that the four independent variables that were studied lead to a variation of .801(80.1%) of the performance of

NTSA as represented by the adjusted R square. This therefore means that other factors not studied in this research contribute 19.9% of the performance.

**Table 8: Analysis of Variance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	110.271	4	27.568	202.069	.001
	Residual	15.007	110	.1364		
	Total	125.278	114			

Source: Research Data (2023)

The value 0.001 shows the significance level is less than 0.05 showing a statistical significance of the model on how independent variables studied influenced the dependent variable. The results in

table also indicate that the statistical F calculated value is greater than the value of statistical mean square value (202.069 > 27.568) at 5% significance level confirming the significance of the model.

**Table 9: Coefficient**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.713	.118		6.042	.000
	Resource allocation	.757	.241	4.175	3.141	.001
	Strategic leadership	.809	.163	2.142	4.963	.000
	Employee empowerment	.811	.237	1.051	3.422	.001
	Communication	.763	.388	3.584	1.966	.000

Source: Research Data (2023)

The established regression equation by the study was:

$$Y = 0.713 + 0.757X_1 + 0.809X_2 + 0.811X_3 + 0.763X_4$$

Where Y = Performance of NTSA  
 $X_1$  = Resource allocation  
 $X_2$  = Strategic leadership  
 $X_3$  = Employee empowerment  
 $X_4$  = Communication

From the above regression model, holding all the independent variables studied constant, the performance of NTSA would be 0.713(71.3%). The employee empowerment variable was found to have a greater influence on performance of NTSA at 0.811(81.1%) compared to strategic leadership 0.809(80.9%), communication 0.763(76.3%) and lastly resource allocation at 0.757 (75.7%). In addition, the study found that the t-values of each individual variable was positive implying that resource allocation, strategic leadership, employee empowerment and communication had a positive significant influence of performance of NTSA.

The findings agree that Hameed and Waheed (2018) who conducted an assessment of the correlation between staff development and project success in insurance companies in Guinea and established a noteworthy correlation between employee empowerment and their active involvement in the effective execution of initiatives conducted by insurance companies in Guinea. The findings also agree Kabetu and Iravo (2020) who aimed to ascertain the impact of strategic leadership on the operational performance of commercial banks in Abuja, Nigeria and the study findings highlight that strategic leadership made up of leaders who have double operations is significant in influencing change that contributes to the performance of commercial banks in Abuja.

The finding concur Cooper (2020) who assessed the influence of strategic communication on the performance of operations by the Football Federation in Cameroon and the study findings highlight that using the right communication

channels fastens coordination of the organizational activities, making it easy to implement all the project activities. The findings also concur Shahzad et al. (2019) who explored the impact of resource allocation techniques on the performance of Steel manufacturing enterprises in Brussels, Belgium and the study's results indicate that the performance of steel manufacturing enterprises in Brussels is directly impacted by strategic resource allocation.

### **CONCLUSIONS AND RECOMMENDATIONS**

The general objective of this research was to explore the impact of strategy implementation techniques on the performance outcomes of the NTSA, Kenya. The strategy implementation techniques included; resource allocation, strategic leadership, employee empowerment and communication. Primary data was collected using questionnaires. The analysis of data was done using descriptive analysis and inferential statistics. The following is presentation of summarized findings;

The study sought to determine the effect of resource allocation on the performance of NTSA, Kenya. The study determined that resource allocation had a positive significant effect on the performance of NTSA, Kenya. The organization has appropriate technology that helps manage the changing business climates, employees exhibit high levels of commitment to the organization adequate resources are allocated to strategy implementation, the organization is able to generate its financial resources, the organization has adequate financial resources and that employees in this company are emotionally attached to the company.

The study sought to assess the influence of strategic leadership on the performance of NTSA, Kenya. The study found that strategic leadership had a positive significant effect on the performance of NTSA, Kenya. The organization's vision is cherished by the leadership, there is harmonized strategy across all leadership levels in the firm, leadership is committed to achievement of organizational goals, results of the strategic review are put into practice

and that the organization's operating procedures have been outlined by the leadership.

The study sought to determine the effect of employee empowerment on the performance of NTSA, Kenya. The study revealed that employee empowerment had a positive significant effect on the performance of NTSA, Kenya. New recruits are taken through formal induction, improved performance can be achieved whenever more funds are allocated for employee training, regular skills and knowledge transfer sessions are conducted to facilitate the dissemination of information on new services and that the company has implemented a knowledge management program.

The study sought to establish the effects of communication on the performance of NTSA, Kenya. The study examined that communication had a positive significant effect on the performance of NTSA, Kenya. The stakeholders effectively communicate their expectations on the degree of execution of activities, communication strengthens the level of engagement of the stakeholders, timely communication is done on all company issues, the company strategy is adequately and communicated to members of the staff and that the organization has proper communication channels.

The study concluded that effective resource allocation is vital to protect, support, and utilise the firm's most valuable asset to its strategic advantage. Implemented correctly, an optimal resource management strategy can increase efficiency, improve profit margins and positively impact client and employee satisfaction. The success of the firm is directly linked to the quality of its resource management practices. A good resource allocation system assists an organization to overcome complexities, deploy resources strategically, and proactively identify revenue opportunities.

The study concluded that strategic leadership helps the organization in streamlining processes, boost strategic productivity, promote innovation and cultivate an environment that encourages



employees to be productive, independent and to push forward their own ideas. Strategic leaders makes use of reward or incentive programs to encourage employees and help them reach their goals. Strategic leaders ideally have the ability to challenge prevailing viewpoints without provoking significant pushback, to see the big and small picture at the same time, to adapt to marketplace changes and take advantage of new opportunities, to make difficult decisions, to balance an analytical perspective with the human dimension of strategy building, and to advocate for and engage with employees.

The study concluded that employee empowerment allows the organization's employees to make independent decisions and to feel empowered to take action as they see fit. Empowerment helps create a positive, open environment that leads to maximum productivity. An empowered workplace means employees are emotionally invested in their work and feel a sense of purpose and commitment to the organization. For this reason, employee empowerment is linked to greater job satisfaction. Organizations can achieve quicker and more effective problem-solving and decision-making by giving employees the autonomy to make their own decisions with the right level of guidance.

The study concluded that communication in the workplace is important because it boosts employee morale, engagement, productivity, and satisfaction. Communication is also key for better team collaboration and cooperation. Ultimately, effective workplace communication helps drive better results for individuals, teams, and organizations. Effective Communication is significant for managers in the organizations so as to perform the basic functions of management.

The study recommended that the organization should strategic assessment of resource capacity, availability, budget and the level of resource required. Ensure that the right skills, qualifications, and experience are matched to the right jobs at the right time. Effective resource scheduling is essential to maintain efficiency, avoid resource clashes, and

keep engagement performance on track. The organization should carry out a proper resource utilization to measure the efficiency of resource usage and signals whether the resources, making up the core cost base of the firm, are being used as per their potential.

The study recommended that the organizational leaders must first understand their organization's mission in order to be strategic and then create a vision of what that mission will look like at a specified time in the future. The organization leaders must craft a strategy to put that vision into action. The strategy should map out the steps a company needs to take or the changes it needs to make in order to get from its current state to its desired state and constantly be vigilant, honing their ability to anticipate by scanning the environment for signals of change.

The study recommended that the organization should give employees a voice by regularly soliciting and acting on their feedback. Provide opportunities for employees to grow through more autonomy, additional responsibilities, or even an entirely new role. Recognize employees frequently to increase their engagement and confidence in their own abilities and provide employees with the tools, training, and authority they need to excel. The organization should foster an environment of trust and psychological safety and build employee confidence with recognition and incentives.

The study concluded that an effective and efficient communication system requires managerial proficiency in delivering and receiving messages. A manager must discover various barriers to communication, analyze the reasons for their occurrence and take preventive steps to avoid those barriers. Thus, the primary responsibility of a manager is to develop and maintain an effective communication system in the organization. The organization should ensure that employees have a conducive environment where they can openly communicate ideas without fear. Moreover, an organization that encourages communication is motivated and innovative.

### Suggestion for Further Studies

The study suggests that further studies should be carried out that focus on variables not studied to address that gap of 19.9% established in the

regression analysis. In addition, the study focused on NTSA. Therefore, the study suggests that other studies can be done with a focus of other government owned organization.

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