

Strategic Management Practices and Performance of Public Sector Organizations: A Case Study of Kenya Bureau of Standards Headquarters

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Abstract:- To examine strategic management practices and performance of public sector organisations through KEBS and further look into the effects of strategy formulation, and strategy implementation on the performance of KEBS was the main study aim. The anchor theory of the research is strategic management theory, which is backed by institutional theory and a resource-based perspective. Sample of 98 individuals was picked 985 people using stratified random sampling and a descriptive research methodology. Questionnaires adopted and pilot initiative involved ten randomly chosen employees from the target population. SPSS were used to analyse data, and presentation put in tables. study establish that strategy formulation had significant impact, and as a result, it can be concluded that strategy formulation influences the performance of KEBS and that variations in strategy formulation can account for 63.7% of variance in KEBS performance. It can be stated that strategy implementation had a major impact and that strengthening them will lead to more performance of KEBS. It was also demonstrated that strategy implementation was positively and significantly connected with performance. It can be stated that strategy implementation had a major impact and that strengthening them will lead to more performance of KEBS. It was also demonstrated that strategy implementation was positively and significantly connected with performance. Following recommendations for improvement to KEBSs and other institutions. Management of KEBS must create and develop policies, procedures, guidelines, a governing structure, and strategic plans in order to carry out the organisation's goals and objectives. According to the study, management at any organisation, including KEBS, should understand that strategic management practices are a crucial part of organisational success and that, as a result, management at any organisation, including KEBS, should understand that the success of the institution is directly correlated with the skills and performance of the chief executive officer.

Keywords:- Strategic Management Practices, Performance of Public Sector Organizations, Strategy Formulation, Strategy Implementation.

I. INTRODUCTION

Over time, organizations in public and private sectors have come to understand the value of strategic management, which is regarded as a tool that can be used to improve performance (Kumar, 2021). Organizations that have implemented successful strategic management practices are those that have seen success in their operations. Organizational leaders are empowered to make choices that will contribute to the expansion and successful operation of their organizations through the use of strategic management. Thus, strategic management gives businesses the tools they need to thrive in the fast-paced, constantly evolving modern business environment. The organization has serious problems worldwide in the context of emerging countries. Nonetheless, this scenario varies from nation to nation and, in some cases, city to city. Poor strategic management, is the root cause of low productivity in the organizational performance of emerging countries. According to Ouedraogo (2021), who assessed the strategic management of African companies, economic globalization had a detrimental effect on the economic characteristics of African countries, making room for the private sector to assume leadership. To assess the effectiveness of African institutions, fresh ideas, creative management practices, and state-of-the-art strategic management tools are now considered necessary.

Research on the practices of strategic management has been conducted globally. Tan and Ding (2015) looked at the potential and development of strategic management theory in a US study. This study aims to inform readers about the most recent developments in strategic management practices. Company strategic management was developed in America during the 1960s and has been in practice for almost 50 years, according to a study. Nonetheless, a cogent account of the evolution of strategic management is lacking in the twenty-first century. For the study of strategic management in the twenty-first century, the boundaries and evolution of the

literature from 2001 to 2012 in the Strategic Management Journal were estimated using scientometric practices. The primary areas of focus for research on strategic management are network organizations, the knowledge-based approach, and dynamic capacity; data also show that academics are interested in strategy risk, business reputation, and stakeholder analysis of strategy management concepts. Since the year 2000, Barney, Teece, and Porter have had a significant influence on studies in strategic management.

Krishna and Ram (2018) look into how managers in Nepali governmental and NGO view and use strategic management, and how these approaches vary from those in the West. They accomplish this by employing a comparative analysis with an Asian focus. The study found that managers in Nepal employ some key elements of strategic management and have a common understanding of some essential management components; however, there is still much work to be done before they can establish a clear strategic focus, strengthen their capacity to compete globally with major players and gain a competitive advantage. The impact of strategic management strategies on academic attainment at Turkish universities was examined by Holloway et al. (2019). The study looked at how often Turkish institutions used strategic management practices and their effect on academic attainment. Based on the results, showed that universities around the world and these recommendations were made because Turkish universities failed to keep a close eye on developments and advancements, especially in higher education, and because they failed to take into account the competitive environment that would have allowed for the effective application of strategic management. findings reveal a general willingness to improve educational goals and objectives.

Strategic management impacts on profitable firms' competitiveness and productivity in Africa. Juma and Okibo (2016) investigated how strategic management approaches affected the operation of public health institutions in Kenya's Kisii County, according to Muogbo's (2016) research done in Nigeria. It has been found that technology encourages innovation, which boosts a company's competitiveness and product quality, raising the value of its offerings. As a result, the specific practices that improve organizational performance are closely linked to the strategic factors that affect competitiveness on a local and international scale.

A. Strategic Management Practices

Strategy formulation, execution, evaluation, and control are the four main pillars of strategic management practice (Thomas, Hunger, Hoffman, & Bamford, 2020). These four elements make establishing the strategic management procedure, sometimes referred to as the strategic management principles' application. Formulating enduring plans for effectively managing environmental prospects and considering the advantages to the business is the process of

building a strategy and drawbacks into consideration. This study will use the definition provided by Ansoff et al. (2018), which characterizes strategic management as the ongoing process that companies use to plan, monitor, analyze, and assess to achieve their objectives. It involves not just articulating the organization's mission but also developing strategies, realistic goal-setting, and policy standards. To thrive in the face of rapid technological advancement, rising customer demands, and strategic thinking and action, businesses must consider and act strategically (Thomas, Hunger, Hoffman, & Bamford, 2020). Before the process is implemented, management must analyze cross-functional business decisions. The discipline of strategic management serves as the foundation for most business differentiation. Strategic management practices direct an organization and ensure its competitiveness in the marketplace. determinants of strategic competitiveness, linked to specific performance-enhancing initiatives.

B. Strategy Formulation

The process of developing a plan for a person or an organization is known as strategy formulation (Mintzberg, Lample, Quinn, & Ghoshal, 2016). It comprises identifying the company's advantages and disadvantages and creating long-term strategies for efficiently managing environmental opportunities and dangers. It also includes creating strategies, identifying realistic goals, defining the corporate mission, and establishing policy guidelines. Planning and decision-making are both a part of the process, which results in the formulation of organizational objectives and the creation of a particular strategic plan (Johnson, Scholes, & Whittington, 2018). Using strategic leadership to guide the process by which an organization develops a plan to gain a competitive edge is known as strategy formulation. As part of the strategy-making process, a variety of tactics intended to obtain a competitive edge are selected and implemented (Pearce & Robinson, 2018). During the strategy formulation stage of strategic management, a business can utilize the SWOT matrix to analyze its internal and external surroundings (Borrero, Acosta, & Medina, 2020). is carried out to eliminate conflicts between the company's capability and the demands it is attempting to focus on to prepare for the identification of strategic goals. In the external context of the plan, it also aids in identifying the company's primary challenges and opportunities in addition internal assets and liabilities.

C. Strategy Implementation

The process of putting developed policies or decisions into effect is known as strategy implementation (Mwanthi, 2018). Strategy formulation is not a barrier in the dynamic corporate environment; rather, the challenge lies in implementing formulated strategies (Daft, 2021). Putting developed strategies into practice requires managers and staff to be mobilized (Thompson, Peteraf, Gamble, & Strickland, 2020). The ability of managers to inspire staff members is

critical to the successful execution of strategies; yet, this is more of an art than a science. Plans that are developed but never put into action are useless (Pearce & Robinson, 2018). According to Johnson, Scholes, and Whittington (2018), one of the crucial steps in the implementation of a strategy in both large and small businesses is the process of operationalizing the strategy. The success of the strategy implementation is contingent upon the conversion of developed strategies into concrete plans.

According to Thompson et al. (2020), institutionalizing a plan fosters collaboration when putting it into practice. Organizations implementing strategies without institutionalization will inevitably run into difficulties. This study examines how strategy implementation approaches, such as staff training, leadership, and communication, affect organizational success. Giving workers the necessary information and abilities will improve their performance individually at work in terms of making decisions, having a spirit of creativity and invention, and being able to adjust to new developments (Mwanthi, 2018). Given the characteristics of the environment, it can be difficult to expect four employees to implement plans that they lack the necessary skills to do (Moloi & Marwala, 2021). Well-trained employees are more likely to implement initiatives with little difficulty and resistance in an organization, and vice versa. In contrast to qualified, professional, and experienced personnel, untrained workers are inclined to dodge responsibilities during strategy implementation (Mwanthi, 2018).

According to Moloi and Marwala (2021), the easiest aspect of developing and designing a strategy is its implementation, which is more challenging and intricate. Effective plan implementation necessitates the support and dedication of organizational leaders in addition to resources—financial and human that possess the necessary experiences, expertise, and abilities. A supportive atmosphere, as well as organizations and cultures that encourage the effective application of methods, are further prerequisites. Moreover, the execution of strategies involves enlisting the support of all relevant parties to ensure that each plays a part. It also relies on the utilization of contemporary technology tools, platforms, and programs that facilitate communication while handling the planning and administration of the strategy's full production process (Mwanthi, 2018).

D. Organizational Performance

Within organizations, there are many performance levels, such as business performance, organizational performance, and financial performance (Nyaga, Wasike, & Mote, 2021). Performance is a critical concern for business owners and managers alike. Organizational performance was the main topic of the study. Assessing an organization's performance involves comparing its actual output or progress to its predetermined targets, goals, or outputs (Kithinji, 2019). The concept of organizational performance given by Aguinis

and Kraiger (2018), which highlights will make use of the customer link, job findings, quality service, and mission of the firm. Allocating organizational resources to specific aims and objectives improves performance (Akello & Atambo, 2016). The customer value addition method can also be used to measure performance. Therefore, the strategic goals of an organization act as a lens through which to focus its resources. Performance offers essential data that is used to keep an organization under observation and control (Njeru, 2015). Measures of organizational success include growth, earnings, economic added value, customer satisfaction, balanced scorecards, and activity-based evaluations. Over time, several organizations have implemented the balanced scorecard; one such institution is KEBS in the Kenyan setting.

A direct link between the objectives of the organization, the practices of evaluation, and the achieved outcomes is necessary for performance evaluation. Analyze the performance measures' relevance. Using goals, a balanced scorecard, and KPIs, management can evaluate an organization's performance. An organization's or a specific activity's success or failure, such a project, program, or other indicator, is established by the key performance indicator. Grove and Karugu (2018). KPIs go into one of two categories: quantitative or qualitative. It monitors several parameters, such as input. KPI development should adhere to SMART criteria. According to Gure and Karugu (2018), managers utilize the balanced scorecard as a tool for strategic performance. This allows them to closely monitor and control the outcomes of their employees' actions while also keeping an eye on how those activities are carried out. In this study, the organization's efficacy was evaluated in terms of both its efficacy based on market share and its efficacy based on annual revenues.

E. Statement of the Problem

As a result of shifting dynamics, government parastatals suffer several challenges, including weak legal and regulatory frameworks, poor corporate governance, and unfavourable public perception. Managers and chief executive officers at government institutions such as KEBS, like those at other institutions and organizations, are struggling to achieve their primary goals in today's competitive environment. These problems may have an impact on organizational performance as well as public perceptions. The chaotic and dynamic setting in which the KEBS operates is always changing, often at a very fast pace.

If an organization decides on the direction of its corporate strategy, manages its resource portfolio, assures good process management, places a greater emphasis on organizational ethics, and has adequate organizational controls to enable the proper execution of its operations, it can employ strategic management practices (Ireland, Hitt, & Hoskison, 2020). Thus, the most crucial element of organizational performance is its strategic management plans

(Ansoff et al., 2018). Governmental parastatals, similar to KEBS, who are accustomed to the conventional method of managing strategy, place greater focus on the administrative procedures connected to hierarchical model where administrative norms are established by the administration. This strategy degrades organizational performance. The annual report (2022) recommends the organization's leadership implement corporate strategy without jeopardizing financial sustainability.

To fully utilize strategic management strategies, KEBS needs to adopt modern approaches that ensure the company accomplishes its strategic financial target. Strategic management practices should be used by KEBS to give staff members the necessary training and development to enhance job satisfaction, employee retention, and staff motivation to achieve these goals. Every strategic management practice has special advantages when it comes to both internal and external procedures. The current study is necessary since strategy evaluation is used to evaluate each person's performance. Many researchers, like Krishna and Ram (2018), look at how managers in Nepali NGO understand and use strategic management, and how these understandings and applications vary from those in Western countries. They accomplish this by employing a comparative analysis with an Asian focus. It presents an empirical gap that requires further investigation in a local context.

Though strategic management practices have substantial impact on productivity and competitiveness of commercial firms in Africa, Muogbo (2016) in Nigeria discovered. The present study, which will use a case study, will fill the methodological gap left by the previous study. Juma and Okibo (2016) looked on the ways in which public health facilities in Kenya's Kisii County, operated through strategic management practices and established that technology encourages innovation, and innovation boosts product quality by adding value to the offers. This provides an empirical gap, and the present investigation aims to address the empirical gap in a different organizational setting. However, no prior study has specifically focused on KEBS. The current study will examine how organizational performance and strategic management practices relate, with an emphasis on KEBS.

F. Objectives of the Study

- To examine the effects of strategy formulation on the performance of KEBS
- To determine the effects of strategy implementation on the performance of KEBS

II. THEORETICAL LITERATURE REVIEW

Strategic management theory is the anchor, which is backed up by institutional theory and a resource-based view.

A. Strategic Management Theory

Porter developed a theory in 1990. To achieve goals in the context of rapid environmental changes in the global economy, the theory incorporates a variety of management methodologies and perspectives. It emphasizes the need for a change to improve competitiveness in response to changing environmental conditions. According to the concept, a firm's senior management formulates and implements policies while taking into account available resources, internal and external surroundings, the organization and sector in which it operates, and key aims and efforts on behalf of the owners. Strategic management theory is an iterative approach that addresses discontinuous futures. It is concerned with what is happening now to achieve a future consequence (Gray & Karp, 1994). Porter (1980) states that the main focus of the field of strategic management is identifying long-term opportunities and risks, as well as mobilizing resources to strengthen capabilities in their desire to counter threats and implement a successful plan to seize opportunities.

The strategic aim theory of Hamel and Prahalad (1990) is predicated on the idea that "Western companies focus on trimming ambitions to match resources." This tactic simply looks for tenable advantages. Japanese businesses, on the other hand, "leverage resources by accelerating the pace of organizational learning," a strategy that helps them envision and accomplish more ambitious objectives. Providing a strong leadership team and a global vision to inspire employees may be a more effective approach than imposing rigid rules and regulations. A strategic intent's fundamental principles are: Recognizing the key to achieving stability throughout time and establishing goals that motivate individual work and dedication.

In complicated and dynamic contexts, these ideas have been challenged for being overly inflexible, linear, and unrealistic. These theories presuppose that leaders possess all the knowledge and resources necessary to make the best decisions, as well as the ability to anticipate and control the future. They also frequently ignore the social and human elements of strategy, such as power, culture, values, and emotions. Prescriptive theories confront several difficulties, such as handling ambiguity and uncertainty, promoting creativity and innovation, and handling resistance to change. For instance, they can depend on logical and analytical methods that are unable to consider all potential outcomes or account for unanticipated events. They might also discourage creativity by enforcing set objectives, procedures, and standards. They might also run against opposition from interested parties who don't share the leader's goals or objectives. Finally, when circumstances alter or new

information becomes available, they could find it difficult to adjust (Phin, 2019).

It gives an organization a general sense of direction by establishing objectives, devising plans and policies to attain those goals, and assigning resources to carry out the plans (Porter, 1990). This theory supports the study's objectives: formulation, evaluation of strategy, environmental scanning, and strategy execution. This theory applicable in meeting firms aims and mission. The differentiation method may be highly efficient in protecting against environmental variables. Technology that produces the required product, quality, brand image, and features that consumers expect and constructs a marketing network offers insulation from competitive rivalry due to customers' brand loyalty.

B. Resource-Based View Theory

This idea was developed by Penrose in 1959, but Wernerfelt's research in 1984 contributed to its increased recognition as a useful framework for understanding company success (Kozlenkova et al., 2014). According to Wernerfelt, the company's internal resources dictate its performance and profitability. The perspective that believes in resources is commonly referred to as "RBV". Penrose's work from that year is credited with helping to establish this early understanding of the resource-based paradigm (Kozlenkova, Samaha, & Palmatier, 2014). The way these resources are organized makes them seem to be in-house resources available and Jay Barney advanced the benefits of the RBV; his work has since gained popularity. He gave an overview of the essential traits of internal resources and how they relate to competitive advantages. When a business can outperform its closest rivals in a particular market in terms of economic value, it has a competitive advantage (Kozlenkova et al., 2014). He distinguished between a short-term and long-term competitive advantage in his subsequent articles. Not all organizational resources are required. Gills, Combs, and Ketchen (2014) make a distinction between the competencies of a company. and its ability to use corporate resources, which are stocks of instantly usable components that the organization possesses. The RBV hypothesis encompasses the qualities and kinds of resources that result in a competitive advantage, enhanced performance, and an edge (Gillis et al., 2014).

According to Kozlenkova (2014), RBV is the utilization of a range of readily available tangible and intangible resources within a company. For every business to transform its organizational plan into a long-term financial advantage, these resources need to be varied. The RBV makes it clear how a company can beat its rivals. When putting the organization's strategy into practice, the RBV theory emphasizes the importance of its internal resources. Supporters of the RBV hypothesis, such as Jensen et al. (2016), argue that repurposing existing resources is better for firms than needing to acquire new abilities or resources for

each chance. Resources fall under two groups. The theory states that to maximize revenues, a company needs to determine where to deploy its unique resources. According to Hitt et al. (2016), RBV argues that strategic management are significant performance indicators that improve a business's performance and competitiveness as well as create and maintain an economic gain.

One limitation of RBV theory is that it solely considers the internal environment when attempting to optimize a company's superior performance, even though core resources are important drivers of organizational success (Gillis, Combs, & Ketchen, 2014). The performance and competitive advantage of RBV are influenced by its external environment. In actuality, external influences influence a firm's performance in the market equally. Sectoral policies, compliance procedures, taxes, and laws and regulations are examples of external factors that have an impact on how enterprises function. Resources must be considered when analyzing factors that may impact the practices it employs. According to theory, it is essential to take into account a firm's internal resources as well as external influences while researching tactics that result in higher performance (Hitt et al., 2016). Theory is selected as a supplemental notion despite its shortcomings. formulation, environmental scanning, evaluation and implementation of strategy are two variables in this study that are supported by the RBV, which is still a key concept for explaining how a corporation might use its resources to improve performance.

C. Institutional Theory

Goguen and Burstall came up with this concept in 1984. The method places a strong emphasis on how the environment of the organization shapes its structure and behaviour. Even when it may not want to, changes in the business environment may force create a new strategy to implement. The concept has centred on how the organizational environment influences commercial activities and organizational structure. Institutional theory states that rather than being solely guided by well-organized and logical goals, decisions are also impacted by social factors that are thought to be suitable given the structure of the organization. As per Gauthier's (2013) hypothesis, organizations tend to become similar due to the pressure of authenticity. This suggests that businesses offering similar products are more likely to follow their market leaders to adapt to the always-changing wants of their clients. Moreover, the theory defines formations, practices, and protocols as organizational tactics and highlights organizational social behaviour (Aksom & Tymchenko, 2020).

It provides a framework for examining how companies interact with their workers and other stakeholders, as well as how technology may eventually facilitate the development of such relationships. Modern organizational tactics, practices, and structures, as well as policies, can still benefit from the

theory. The relationships that organizations have with different stakeholders in their environment might influence their decision-making about the career advancement of their personnel in certain competitive and unstable environments. Institutional theory holds that logical goals are not the main driving force behind organizational decisions.

The concept is used to explain how organizational technology-based social norms and rules that affect performance can change an organization. Applying this theory to the key domains that shape firm policies, plans, and processes related to strategic management will demonstrate how these practices get embedded in an organization's interactions with its environment, thereby impacting its operations. To support the variables of strategy implementation, strategy development, environmental scanning, and strategy evaluation, the study will also make use of theory.

III. EMPIRICAL LITERATURE REVIEW

A. Strategy Formulation and Performance of Public Institutions

To ascertain if emergent or reflexive strategy development is more successful than rational or analytical strategy formulation, Borrero, et al (2020) examined the connection between the creation of a strategy and business performance. The article also evaluates whether this dominance persists in various cultural contexts. The RBNL method was used to conduct a meta-analysis on a dataset comprising forty-three empirical studies reporting fifty-four impact sizes on strategy-performance relationships. Firm performance is favourably correlated with the implementation. To improve business performance, rational/analytical formulation approaches outperform emergent/reflexive approaches, in particular in civilisations with a low future orientation and a high-power distance, and a high uncertainty avoidance. The breadth and generalizability of the findings across nations, industries, or companies were constrained by the decline in published empirical investigations. Given the dearth of pertinent studies in Latin America, this constraint may apply particularly to these firms. The divide between strategy formulation and strategy implementation is another possible source of constraint. Strategic tools serve as a stand-in for the empirical investigations in the meta-analysis to ascertain the formulation strategy.

To synchronize formulation and implementation of strategy in Brazilian education Heinzen, Loveridge, and Marinho (2020) looked at a model. Development of scenarios and models using a 12-step approach to help with the creation and application of strategies for social and managerial activities at Brazil's Higher Education Institutions. The foundation of scenario construction was provided by simple set theory. Two models were made. started by concentrating

on an autopoietic model associated with Brazil's HEIs. Incorporated the autopoietic model into a small set of Brazilian factors that affect the HEIs but are not under their direct control. Utilizing survey methodologies with respondents from Brazil and other countries, the methodology was validated. 22 respondents, both domestically and abroad, attested to the scenarios' content, and a small sample of respondents from Brazil's Higher Education Institutions attested to their value in supporting the development and application of strategies. To expand the autopoietic model's corroboration beyond what was seen in this study, more practice with it is required. Verification of the effectiveness of a 12-step scenario-based approach for developing and implementing strategies, supported by a small sample of responses.

Cavallo, Sanasi, Ghezzi, and Rangone (2021) looked at the relationship between competitive intelligence and how businesses formulate their strategies. Owing to the phenomenon's novelty and the depth of research necessary to understand the logic and mechanisms of competitive intelligence, four Brazilian companies that implemented competitive A multiple-case study has examined intelligence approaches used by specialized business units to support and inform strategic decision-making. The study offers thorough empirical support for the relationship between and application of competitive intelligence practices at each stage of the formulation of the plan. Furthermore, study indicates that competitive intelligence practices are still widely used for tactical purposes despite their strategic relevance and spread. A few previous studies have been done, this one clarifies how competitive intelligence approaches may influence, assist, and be integrated in the process of formulating strategy.

B. Strategy Implementation and Performance of Public Institutions

Wäistö, Ukko, and Rantala (2024) investigated the degree to which knowledge-intensive firms' workspaces are designed, utilized, and managed with the necessary elements for a successful strategy implementation in mind. Managers from 25 sizable and mid-sized knowledge-intensive enterprises were interviewed for the study. The organization's strategy, strategy implementation procedures, and workplace management and design were the main topics of discussion during the semi-structured interviews. The components of eleven different frameworks were examined, categorized, and given new names to provide a comprehensive framework of study-specific strategy implementation success criteria. Human-related strategy implementation aspects are mostly supported by the way workspaces are now designed, used, and managed. However, for the plan to be implemented successfully, both human and organizational aspects are required. As a result, it's possible that the firms under study had unrealized potential in their work environments to ensure actions and outcomes that adhered to the plan. To guarantee the effectiveness of strategy implementation, a more

comprehensive, organizational-level approach to workplace design, utilization, and administration is advised due to the possible imbalance between organization- and human-related strategy implementation elements. Workspaces have been the subject of in-depth research from both the employee and individual strategy implementation considerations. There wasn't much research investigating workspace in a setting of holistic strategy implementation before this one.

Using a case study of Middle Eastern pharmaceutical companies, Obeidat, Al-Hadidi, Tarhini, and Masa'deh (2019) examined strategy implementation determinants. The five operational process factors that were looked at were people, control, communication, operational planning, availability of resources, people, and feedback. a questionnaire issued to employees who oversee or carry out plan implementation in 17 pharmaceutical companies. A total of 330 surveys were sent out, and 259 people answered them, yielding a 78 per cent response rate. The results showed that, factors of communication, operational planning, and resource availability in the operational process all play a major role in how well a strategy is executed. The availability of resources was also demonstrated to be the most important element, with the people component, communication, control and feedback, and the latter two having less impact on the implementation process.. It is recommended that company management give staff members the training and guidance they need to connect performance to the organization's overall incentive and pay structure and to enhance effective collaboration and communication during the implementation phase. This is the first study to test the model on Middle Eastern pharmaceutical companies, filling an empirical gap for local context investigation. It is also one of the few studies that addresses operational process aspects and successful strategy execution.

The investigation of Bellis, Magnanini, and Verganti (2024) emphasizes how the framing procedures used in strategy implementation discussions aid in the development of implementation opportunities. The authors looked at the interactions and talks of 25 dyads in order to find strategies to promote the implementation of a plan. When used with a

process-coding method in the data analysis, link was a helpful protocol analysis for identifying recursive interaction schemas in conversations. The findings offer a framework for understanding how these processes modify people's mental models by elevating possibilities to new value hierarchies or making them more concrete. Additionally, they distinguish four main framing processes: dispersion, shifting, unveiling, and shaping. organizational development and strategy implementation from a theoretical standpoint by offering a micro-perspective on how discourse shapes the emergence of early knowledge structures and chances for strategy implementation, this research looks at The activity of implementing strategies and the steps required by organizational actors who abstain from strategy formation to create and mold possibilities for strategy implementation through positive communication.

IV. RESEARCH METHODOLOGY

A. Research Design

Bickman and Rog (2018), describes research design ; is how the research purpose and technique are organized; consequently, a theoretical context that is utilized to carry out the research inquiry Descriptive design was adopted for this research work, and according to. Because it ensures that the information gathered provides pertinent responses to the research objectives, this design is the ideal one. The design was used to analyze problems or describe the characteristics of the population. One benefit of this approach is that it can help investigators plan and carry out investigations that provide a thorough grasp of the subjects, settings, or particular issue (Bickman & Rog, 2018). Research design's primary objective is to transform research questions into a project.

B. Target Population

According to Saunders et al. (2018), population is the entire set of elements from which study's result should be generalized. Table 3 depicts the study's population of 985 personnel.

Table1: Target Population

Designation	Number	Percentage
Quality Assurance & Inspection Department	255	26%
Human Resource and Administration	80	8%
Finance and Strategy	76	8%
Metrology and Testing	250	25%
Standards Development & Trade	125	13%
Market Surveillance	95	10%
Supply Chain	42	4%
Legal Services & Corporation Secretary	22	2%
Internal Audit	40	4%
Total	985	100

C. Sample and Sampling Technique

Stratified random sampling, which gives every population an equal chance of being chosen and has been confirmed to be objective by Creswell and Creswell (2018), was used in this investigation. According to Kothari and Garg (2015), a sample is the portion of the population that is utilized to represent the characteristics of the population. Cooper and Schindler (2018) pointed out that a random study sample size is necessary to avoid biases. According to Saunders, Lewis, and Thornhill (2018), 10%–30% of the target population is thought to be an acceptable sample. For the purposes of this study, 10% for analysis, that is 98 responders in the sample.

D. Research Instruments

The questionnaire served as data collection tool. They were used in the study because questionnaires have been used and is thought to be more accurate in terms of labor, money, and time, and it helps gather both qualitative and quantitative data in addition to providing more structure than interviews. Thornhill, Lewis, and Saunders (2018). Note that questionnaire is that respondents who are illiterate that is, who cannot read or write cannot complete it. In spite of this, surveys are seen as less expensive methods for gathering data, and they allow the researcher to gather a lot of information (Creswell & Creswell, 2018). According to Saunders et al. (2018), the researcher will employ questionnaires since they make correlational, Analytical methods for inferential and descriptive statistics are simple to use. Additionally, by asking these questions, the qualitative technique was successfully enhanced (Saunders, et al, 2018).

E. Pilot Study

"A small study to test research protocols, data collection instruments, and other research practices in preparation for the main study" is how one defines a pilot study (Creswell & Creswell, 2018). Using a pilot, one can identify unclear queries and indistinguishable directions in an apparatus (Hamed, 2016). Ten employees chosen at random from KEBS was part of the pilot as recommended by Kothari (2015) that 1-10 %v of the population can be used as sample study The process's purpose is determined whether responses from the instruments will offer the required feedback. Another reason why the pilot study holds great importance is that it establishes the authenticity and dependability of the tools used to acquire study data (Cooper & Schindler, 2018).

F. Validity

Saunders et al. (2018), the capacity of a data tool to provide expected results is known as validity..Its purpose is to find and fix any problems with the research tool before the sample group is given access to it. This was carried out during the piloting phase of the instrument (Saunders et al., 2018). The goal of the procedure is to determine if the instrument responses provided the required information to help the study accomplish its goals as outlined in the methodology (Cooper

& Schindler, 2018). Content validity, with the assistance of supervisors and field specialists, was adopted. Face validity is significant since it makes determining the general validity of a test or method straightforward. It's a quick, simple, and straightforward way of determining if a new statistic is beneficial at first glance. (Cooper & Schindler, 2018).

G. Reliability

Reliability is about the consistency of a measure Saunders et al. (2018), dependability is the ratio used to check the uniformity of study questionnaires. Cronbach Alpha value, which is 0.7, was used to assess the study's reliability. According to Kothari and Garg (2015), research instruments when applied to the real sample size, ought to yield identical outcomes as the pilot study if they are dependable, and this is supported by Cooper and Schindler (2018). It is about the consistency of a measure.

V. DATA ANALYSIS AND PRESENTATION

Kothari and Garg (2015) discuss the process of using research data-gathering practices to sort and organize raw data in order to obtain pertinent information as data analysis, quantitative data using SPSS version 27 was analyzed. Before generalizing the conclusions, the field's uncoded raw data was processed. Descriptive statistics was used for analysis and tables shall be employed to show outcomes. The link between variables was shown using inferential statistics. A two-tailed, 5% level of Justification correlation test was conducted, analysis of variance was employed. It was compared between the computed and tabulated f statistics. It was determined whether the entire model is significant using 0.05 as P-value. We'll use a multivariate linear regression model to evaluate how much the independent factors affect the dependent variable.

To explore the connection between the variables, and test hypothesis a correlation analysis was conducted in this study. By using correlational analysis, one can find a relationship between variables that is unlikely to be the product of sampling error. The null hypothesis is the theory that the two variables have no relationship. By applying correlation analysis, information about is supplied. To determine the justification for the overall model, analysis of variance (ANOVA) was employed. We will contrast and compare the f statistics that were calculated and tabulated. To determine if the entire model is significant, a p-value of 0.05 was employed. To evaluate the rationale for the independent components' effects on the dependent variable, a multiple linear regression model was employed.

$$Y = \beta^0 + \beta^1 X^1 + \beta^2 X^2 + \beta^3 X^3 + \beta^4 X^4 + \epsilon$$

Where: Y= Performance of Public Institutions (KEBS)
(Bi; i=1, 2,) = X for; X1= Strategy Formulation and X2= Strategy Implementation

A. Ethical Consideration

Bickman and Rog (2018) describe ethical thought as the practice of ethics throughout a research effort. All potential responders were asked to give their prior approval. Furthermore, the confidentiality of the information supplied in survey responses was maintained. Respondents' participation in the data collection procedure was 100% optional. Furthermore, the research questionnaire contained no terms or questions that were personal, impolite, or derogatory.

VI. FINDINGS

The 98 respondents who comprised the sample population, twenty percent of the respondents, or 27, did not respond to the questionnaire, while 71 respondents, or 80%, completed it in full. Kothari and Garg (2015) state that responses scoring fifty percent are considered adequate, sixty percent are good, and over seventy percent are remarkable. 43% of the 71 responses that were used for analysis were female, and 57% of the responses were male. The majority were men. It indicates that more men participated. Saunders et al. (2018) claim that a respondent's gender influences how

they perceive particular challenges. 15% said they were 46 years or older, 10% said they were between 40 and 45 years of age, and 24% said they were between 36 and 39 years of age. Furthermore, 11% of the participants were between the ages of 31 and 35, 20% were between the ages of 26 and 30, and 3% were under the age of 25. Kothari and Garg (2015) say a respondent's age influences how they respond to specific issues. 47% had a degree, 35% had a master's, 11% had a diploma, 7% had a PhD, and none had a certificate or had completed school or primary education. Saunders, Lewis, and Thornhill (2018) assert that attitudes have a significant role in how people view and comprehend any given social issue. They had worked there for six to ten years, 53% said. Following this, in order of length of service, were 22% who had worked for five years, 14% for eleven to fourteen years, and 11% for sixteen years or longer. According to Kothari and Garg (2015), participants who have worked in an organisation for a long time are better equipped to understand its dynamics and offer knowledgeable responses to study questions

A. Inferential Statistics

Table 2: Pearson's Correlation Coefficient

Variables		Performance of public institutions	Strategy formulation	Strategy implementation
Performance of public institutions	Pearson Correlation	1		
	Sig. (2-tailed)			
Strategy formulation	Pearson Correlation	.759**	1	
	Sig. (2-tailed)	0.000		
Strategy implementation	Pearson Correlation	.623**	.433**	1
	Sig. (2-tailed)	0.000	0.000	

Table 2 shows that strategy formulation was connected to the performance of public institutions ($r = .759$, $p = 0.000$). This implied that an improvement would lead to increased performance of public institutions because management assistance had a positive influence. The results demonstrate a significant relationship between strategy implementation and performance of public institutions ($r = .623$, $p = 0.000$). This also implied that bettering strategy implementation will lead to greater performance of public institutions because they had a positive influence.

*B. Effect of Strategy Formulation and Performance of Public Institutions***Table 3:** Model Summary for Strategy Formulation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.824 ^a	.457	.645	.35909

a. Predictors: (Constant), Strategy formulation

Strategy formulation and public institution performance are shown as predicting factors in Table 3. Regression analysis results indicated a relationship between strategy formulation and public institution performance, with $R = .824$ indicating a strong correlation and $R^2 = .457$ indicating that modifications in strategy formulation can account for 45.7% of the variation in public institution performance.

Table 4 : ANOVA^a Results for Strategy Formulation

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	24.598	1	6.875	48.411	.000 ^b
1 Residual	11.211	70	.471		
Total	35.809	71			

a. DV: Performance of public institutions

b. Predictors: (Constant), Strategy formulation .

The results of $F = 48.411$, which are shown in Table 4, indicate that strategy formulation has a significant impact on public institutions' performance. This suggests that the model provides a satisfactory fit to the data and that the performance of public institutions is significantly impacted by the strategy formulation process. High accuracy is achieved in DV prediction by the regression model with a 0.000 significance level less than 0.05.

Table 5: Regression Coefficients^a for Strategy Formulation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.133	.431		4.119	.001	.449	1.752
Strategy formulation	.679	.179	.822	8.658	.000	.521	.855

a. DV: Performance of public institutions

The performance of public institutions is significantly improved by strategy formulation, as Table 5 demonstrates. A strong association ($p < 0.05$, $P = 0.01$) between strategy formulation and is indicated by the statistics. A 67.9% increase in the mean index of strategy formulation corresponds to a 67.9-unit (67.9%) improvement in public institution performance, according to the significance of the strategy formulation value ($t = 8.658$, $p < 0.05$). The data displayed in Table 5 are described by the regression model that follows: The formulating of a strategy (0.679) plus 1.133 equals public institution performance. The idea highlights how strategy formulation affects performance of public institutions.

*C. Strategy Implementation and Performance of Public Institutions***Table 6 :** Model Summary for Strategy Implementation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798 ^a	.637	.634	.70916

a. Predictors: (Constant), Strategy implementation

Regression study used public institution performance as the dependent variable and strategy implementation as the predictor component. The results of regression analysis showed a strong correlation between the performance of public institutions and the execution of strategies, with $R = 0.798$. $R^2 = 0.637$ indicates that variations in strategy implementation may explain 63.7% of the performance variation of public institutions. Table 6 provides a summary of the findings.

Table 7 : ANOVA^a Results for Strategy Implementation

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	20.224	1	4.114	55.940	.000 ^b
1 Residual	10.681	70	.431		
Total	30.905	71			

a. DV: Performance of public institutions

b. Predictors: (Constant), Strategy implementation

Given that $F = 55.940$ indicates that feedback loops have a major influence on performance of public institutions, the model matches the data rather well. The adoption of strategies has a significant impact on the performance of public institutions. The regression model's ability to predict the DV at a significant level of .000 and less than 0.05 is seen in Table 7.

Table 8 : Regression Coefficients^a for Strategy implementation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.480	.558		3.993	.000	.759	2.063
Strategy implementation	.637	.095	.795	7.480	.000	.473	.814

a. DV: Performance of public institutions

The study's conclusions indicate that public institutions perform significantly better when strategies are implemented more effectively. The data show a substantial relationship ($p < 0.05$; $P = 0.00$) between the performance of public institutions and the execution of strategies. The strategy implementation values are statistically significant ($t = 7.480$, $p = 0.05$), which means that if the mean index of strategy implementation increases, public institution performance should increase by 33.0%. The formula that characterizes the Table 8 outcomes is Regression model performance of public institutions = $1.480 + 0.637$ (strategy implementation). The model shows that the implementation of a strategy has a positive effect on public institutions' performance.

D. Overall Multivariate Analysis

Table 9: Model Summary Multivariate Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.809 ^a	.654	.651	.68189

a. Predictors: (Constant), strategy implementation , and strategy formulation

The predictor in the regression is a strategic management practices and performance of public institutions . The results demonstrate a positive association with $R = 0.809$ and $R^2 = 0.654$, suggesting that changes in each of the predictor factors as listed in Table 9 may account for 65.4% of the variance in performance of public institutions ; variations in the elements not included in this analysis account for the remaining 23.6% of the variance.

Table 10 ANOVA^a Results for Model Summary

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	32.678	2	8.169	26.012	.000 ^b
1 Residual	37.118	69	.337		
Total	69.795	71			

a. DV: Performance of public institutions

b. Predictors: (Constant), strategy implementation , and strategy formulation

The model fits the data well, all of the predictor parameters statistically and significantly affect public institution performance, and strategic management methods have a considerable impact on public institution performance, as indicated by the $F = 26.012$ results. As seen in Table 10 The DV is significantly predicted by the full regression model at a significance level of 0.000, or less than 0.05.

Table 11 : Regression Coefficients^a for Multivariate Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	.1580	.367		1.504	.001	.876	2.281
Strategy formulation	.559	.118	.329	3.027	.000	.123	.592
Strategy implementation	.407	.114	.274	2.697	.000	.081	.623

a. DV: Performance of public institutions

As a result, the regression model for the study is: $Y = \beta_0 + \beta_1 X^1 + \beta_2 X^2$

Performance = .1580 + .559 (strategy formulation) + .407 (strategy implementation)

The results of the study showed that the predictor factors significantly affected how well public institutions performed. The findings indicate a strong relationship ($p = 0.05$, $P = 0.00$) between strategic management practices and public institution performance. Increasing the mean index of the predictor variables should improve public institutions' performance, according to the significance of their values ($p = 0.05$). The results are summarized in Table 11. According to the model, strategy formulation was the predictor variable that had the biggest impact on public institutions' performance, followed by strategy evaluation, strategy implementation, and environmental scanning, which had the least impact.

VII. CONCLUSION

The results of the study showed a strong and positive correlation between the performance of public institutions and the strategy formulation, suggesting that strategy formation had a noteworthy and beneficial effect. Enhancing the strategy formulation would result in better performance from government agencies like KEBS. Thus, it is possible to draw the conclusion that different approaches to strategy creation can explain 63.7% of the variance in KEBS performance and that strategy formulation affects KEBS performance. It can be stated that strategy implementation had a major impact and that strengthening them will lead to more performance of KEBS. It was also demonstrated that strategy implementation was positively and significantly connected with performance. It can be stated that strategy implementation had a major impact and that strengthening them will lead to more performance of KEBS. It was also demonstrated that strategy implementation was positively and significantly connected

with performance. The findings indicate the greatest impact on performance of KEBS is strategy formulation, followed by strategy implementation,

RECOMMENDATIONS

The board of directors and management of KEBS must create and develop policies, procedures, guidelines, a governing structure, and strategic plans in order to carry out the organization's goals and objectives. According to the study, management at any organisation, including KEBS, should understand that strategic management practices are a crucial part of organisational success and that, as a result, management at any organisation, including KEBS, should understand that the success of the institution is directly correlated with the skills and performance of the chief executive officer. It is important for the board of directors and management of KEBS to understand that organisational controls facilitate the implementation of strategies and enable both proactive and reactive corrective changes. Organisational controls allow senior management to determine what changes are necessary and when. Senior management at KEBS is able to intervene to steer internal operations and conduct in accordance with strategy as well as modify long-term direction and strategy in light of changing circumstances. It is imperative to allocate sufficient resources to ensure the implementation of the prearranged strategies. The company's long-term goals, the size of the business, and the competitive advantage it hopes to acquire and preserve should all be clearly stated in the strategy. For the company to gain a better performance it has decided to join, its strategy should take into account its internal environment. Strategy should just take opportunity into account, with little regard for potentials and restrictions.

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