



INFLUENCE OF DRUG DEMAND REDUCTION STRATEGY IMPLEMENTATION ON ORGANIZATIONAL PERFORMANCE OF NATIONAL AUTHORITY FOR THE CAMPAIGN AGAINST ALCOHOL AND DRUG ABUSE (NACADA), KENYA

BORU Salad Wato¹, RUGAMI Maina², Dr. MUATHE Stephen³

¹Msc Student: Kenyatta University

²Lecturer: Kenyatta University

³Lecturer: Kenyatta University

Abstract: In recent times, many public sector organizations have been engaging in activities aimed at improving their service delivery to the public. One such activity is the implementation of strategies. However, public organizations portray unsatisfying low performance (only 10 to 30 percent) of intended strategies. The main objective of this study was to investigate influence of drug demand reduction strategy implementation on organizational performance of National Authority for the Campaign against Alcohol and Drug Abuse. The specific objectives of the study was to examine the influence of policies, stakeholders' involvement, leadership and resources allocation in implementation of drug demand reduction strategy on organizational performance of NACADA. This study used a descriptive survey design. The target population was 102 staff of NACADA in the levels of senior management, middle level management and operation staff. The study used stratified random sampling technique to select 50% of the target population. The sample size of this study was therefore 51 respondents. The study made use of both primary and secondary data. Secondary data was obtained from the annual reports of NACADA. Primary data was collected by use of semi-structured questionnaires. Data analysis was quantitative as well as qualitative. Collected quantitative data was edited and coded into a statistical package (Statistical Package for Social Sciences (SPSS) version 21) for analysis. Both descriptive and inferential statistics (multivariate regression) were used to analyze quantitative data. In descriptive statistics, the study used frequency, mean, standard deviation and percentages. The analyzed data was then presented in tables and figures. On the other hand, qualitative data was analyzed by use of content analysis and results presented in prose. The study concludes that there is a significant positive influence of organization policies, stakeholder's involvements, leadership commitment and resource allocation in implementation of drug demand reduction strategy on organizational performance of NACADA. The study recommends that policy makers should ensure that there is no duplication of responsibilities among government agencies and also recommends formulation of more policies on management and allocation of resources to enhance implementation of the strategy. The study also recommends further studies on the role of private sector institutions in implementation of drug demand reduction strategy as this would likely lead to new insights and therefore enrich the efforts that have been made in this study.

Key Words: Leadership, Resource Allocation, Stakeholders' involvement, Demand Reduction strategy

Introduction

A strategy can be defined as the balance of actions and choices between internal capabilities and external environment of an organization. Accordingly, strategy can be seen as a plan, play, pattern, position and perspective. The strategy an organization implements should be directed toward building strengths in areas that satisfy the wants and needs of consumers/clients and other key actors in the organizations' external environment. It therefore forms a comprehensive modern plan that states how the organization will achieve its mission and objectives and maximizes competitive advantage.

According to Allegranzi et al. (2010), implementation is an integral component of strategic management process and it is viewed as the process that turns the formulated strategy into series of action and the result ensure the vision, mission, strategy and strategic objectives of the organization are successfully achieved as planned. Implementation is the process that turns strategies into actions in order to accomplish strategic objectives and goals. Implementing a strategy is as important, or even more important, than a strategy. The critical actions move a strategy from a document that sits on the shelf to actions that drive business growth. Sadly, although most organizations develop strategies, they fail to implement them. According to a Gitonga (2013), nine out of ten organizations fail to implement their strategies for many reasons. Approximately 60% of organizations do not link strategy to budgeting, 75% of organizations do not link employee incentives to strategy, 86% of business owners and managers spend less than one hour per month discussing strategy, 95% of a typical workforce does not understand their organization's strategy implementation.

Gallego-Ayala and Juizo (2011) see the real challenge in strategy resting with turning tactic into a strategy for the company and doing this requires effective implementation. Implementation involves activities that effectively put the plan to work. Implementation of the tactic drives the strategy of the company. Strategy implementation is likely to be successful when congruence is achieved between several elements crucial to this process. This may be grouped into two groups of structure and process elements. Structure defines the configuration of a company showing the relationships that exists between the various parts of the company. The process element includes leadership, culture, resources and other administrative procedures. The structure of the company should be compatible with the chosen strategy. If there is incongruence, adjustment will be necessary either for the structure or for the strategy itself.

Khayota (2014) introduces the concept of "soft" and "hard" aspects of implementation. He argues that there are soft and hard elements which need to fit together if the strategy is to be implemented. The soft elements comprise the behavioral dimensions while the hard elements comprise the analytical dimensions to the process of making and the subsequent implementation of strategy. He contends that the issue then becomes one of creating a strategic fit between the soft and hard elements and organizational variables. To be successful, the strategic plan must have the support of every member of the firm. This is why the top office must be involved from the beginning. A company's leader is its most influential member. For effective implementation of strategy, there is need for adequate leadership in the organization. This will ensure that all the organizations effort is united and directed towards achievement of the organizations goals.

Statement of the problem

Public sector provision of services has continued to be a major source of focus in management circles since the operations of private sector is also largely dependent on government efficiency in view of licensing, regulations, provision of basic infrastructure and amenities (Ahmad, Ujang & Arief, 2013). In 2005, the public sector realized and acknowledged key problems and challenges in service delivery, namely persistent poor management, outright subversion of rules and regulation, lethargy at workplace and unproductive output (Mwangi, Mugambi & Waiganjo, 2012). The commercial public sector institutions in Kenya are not exceptional to inefficiencies, for instance the water sectors has in the past reported poor performance with decreased accessibility to water service by the population in urban areas. According to the Joint Monitoring Programme for Water Supply and Sanitation (JMP) (2013) estimates, access to improved water sources in urban areas decreased from 91% in 1990 to 83% in 2011.

Non-commercial public institutions have also had a share of the inefficiencies. For instance, NACADA has been using strategies like drug demand reduction strategy to reduce drug abuse in Kenya. However, despite the implementation of the strategy since 2009, the demand and usage of various types has been on the increase. A rapid situation assessment report by NACADA indicates that for individuals aged 10-14 years there was an increase in the usage of bhang from 0.3% in 2007 to 1.1% in 2012. The ever use of heroine, among those aged 15-65 years increased from 0.4% in 2007 to 0.7% in 2012. The use of cocaine also increased from 0.4% in 2007 to 0.6% in 2012 (NACADA, 2012). In May 2014 493 people died and 779 individuals from various parts of the country were hospitalized after consuming illicit brew (NACADA, 2014).

Various studies have been conducted on strategy implementation both globally and locally. Globally, Andrews et al. (2011) conducted a study on the role of strategy implementation in public service performance in the United Kingdom and Ahmad, Ujang and Arief (2013) conducted a study on factors affecting strategy implementation in Indonesia Manufacturing firms. In Africa, Gallego-Ayala and Juizo (2011) did a study on strategic implementation of integrated water resources management in Mozambique and Allegranzi et al. (2010) conducted a study on successful implementation of the WHO hand hygiene improvement strategy in a referral hospital in Mali. In Kenya, Omondi, Ombui and Mungatu (2013) did a study on the factors affecting effective strategy implementation for attainment of Millennium Development Goal 5 by NGOs in Kenya. However, there is no empirical evidence of studies conducted on the influence of strategy implementation on public sector performance in Kenya. Most of the earlier studies were conducted in private or non-governmental institutions and hence their findings cannot be generalized to public institutions. It is for his reasons the study sought to establish the influence of drug demand reduction strategy implementation on organizational performance of NACADA.

The study was guided by the following objectives;

- i. To examine the influence of policies in drug demand reduction strategy implementation on the organizational performance of NACADA
- ii. To determine the influence of stakeholders involvement in drug demand reduction strategy implementation on organizational performance of NACADA

- iii. To assess the influence of leadership in drug demand reduction strategy implementation on organizational performance of NACADA
- iv. To establish the influence of resources allocation in drug demand reduction strategy implementation on organizational performance of NACADA

Theoretical review

From a biological point of view, an organism is an integrated system of interdependent structures and functions (Bertalanffy, 1968). An organism consists of cells and a cell consists of molecules which must work in harmony. A system is an entity made up of two or more interdependent parts that interact to form a functioning organism. The phrase 'interdependent parts' is very important and means that a manager should not look for a single cause of a problem. A system can either be open or closed. An open system interacts with its environment. All biological, human and social systems are open systems and many physical and mechanical systems are closed systems. Traditional organization theorists regarded organization as closed systems while modern view is to treat it as an open system having constant interaction with its environment. In other words, an organization is an open system that interacts regularly with external forces such as government agencies, customers and suppliers (King, 2009).

The open system concept is the first part of the two parts of systems theory. The second part is the impact of changes within an organization. The changes in one part of the organization affect all other parts of the organization. The boundaries of open systems are permeable or penetrable, flexible and changeable depending upon its activities. The function of the management is to act as a boundary-linking pin among the various subsystems within the organizational system.

The systems theory contends that all systems are purposeful and goal directed. Public institutions for example exist to achieve objectives through the collective effort of individuals and groups in the systems. The success of a public institution in achieving its goals depends in large part upon the facilitating effects of several subsystems within the system. In this study, NACADA can be considered to be a system that interacts with internal sub-systems like leadership, employees and resources and outside systems like Ministry of Interior and Coordination of National Government, Kenya Police Anti-Narcotics Unit, Judiciary, Customs Department, Ministry of Education, Ministry of Health, United Nations, Ministry of Youth Affairs and Sports and NGOs, FBOs and Private Sector.

Empirical review

Strategy Implementation

Strategy implementation is the translation of chosen strategy into organizational action so as to achieve strategic goals and objectives. Strategy implementation is also defined as the manner in which an organization should develop, utilize, and amalgamate organizational structure, control systems, and culture to follow strategies that lead to competitive advantage and a better performance (Njagi & Kombo, 2014). Organizational structure allocates special value developing tasks and roles to the employees and states how these tasks and roles can be correlated so as maximize efficiency, quality, and customer satisfaction-the pillars of competitive

advantage. But, organizational structure is not sufficient in itself to motivate the employees (Mcnamara, 2005).

The implementation process of a strategy typically impacts every part of the organization structure, from the biggest organizational unit to the smallest work groups. Every manager has to think through the question “what has to be done in my area to implement our part of strategic plan and what should I do to get these things accomplished?” All managers become strategic implementers in their areas of authority and responsibility and all employees should be involved (Kisalu, 2014). Traditionally it is believed that strategy implementation and execution is less glamorous than strategy formulation, and that anyone can implement and execute a well formulated strategy. Therefore implementation and execution has attracted less attention than strategy formulation or planning.

Demand reduction for illicit drugs includes the primary prevention of drug use and the treatment of drug users seeking help. Drug education is provided in school-based and mass education programmes. These provide only modest reduction of illicit drug use. However, prevention approaches usually chosen for implementation are relatively ineffective while prevention methods known to be more effective are rarely implemented. Somewhat improved results from school-based drug education are likely if drug education better conformed with the characteristics of drug education known to be more effective (Dolan, Rodas & Bode, 2015).

Community expectations of prevention of illicit drug use by mass education campaigns and school-based education are often unrealistically high. Evaluation of mass education and school-based campaigns usually shows only small and transient benefits (Pentz & Bonnie, 2008). Education campaigns often increase negative attitudes to drug use but this is uncommonly accompanied by a reduction in drug consumption, and even less commonly by any reduction in adverse consequences of drug use. It is not surprising that the results of drug education are so poor. The target audience of young people often considers that the claims made by drug education are not credible. Also, the implementation of drug education often ignores approaches known to be more effective. Characteristics associated with better outcomes from school-based drug education include: training the usual teacher to present drug education rather than strangers (police, doctors or ‘recovered addicts’); holding drug education in the usual school room rather than transporting young people to high drug use areas or special drug education centres; integrating drug education material with the usual curriculum; avoiding sensational or exaggerated material; and providing multiple short sessions rather than a few very long session. Much school based drug education still breaches most of these requirements for effectiveness (Dolan, Rodas & Bode, 2015).

Policies

Policies deal with identity, with missions and with organizational climate. At this level of generality, they are usually expressed in broad terms, even symbolic ones. But such wording must have meaning for the people involved, as these policies define norms of behavior and serve as fundamental references in case of serious conflicts between projects – or between people – within the institution. They play the role of a constitution in a State (Dolan, Rodas & Bode, 2015).

Inside and outside the organization, these norms represent institutional commitments and any interpretation which might lead to strongly divergent positions should be seriously debated, explained in writing and commented by the people in charge. Too often, obscure or outmoded policies are just ignored, to avoid either the effort of updating or redefinition, or internal strife or potential conflicts with external regulators. It usually means that some of the more powerful and determined sub-groups in the organization are de facto imposing their own norms and objectives as if they were those of the whole institution. Alternatively, it leaves the way open for policies imposed from the outside by public authorities, the unions, resource providers or even by public opinion.

In developing policies during the implementation process, methods, procedures, rules, forms, and administrative practices are established to achieve the desired objectives. According to Raps and Kauffman (2005), strategies which are implemented within an organization should support the culture associated with the firm, if there is going to be successful in ensuring enhanced performance in an organization. The proposed strategy should preserve, emphasize, and enhance the culture, in accordance with the culture supporting the proposed strategy. Therefore, strategies to be implemented must be consistent with organizational culture to realize the desired organizational performance results.

Stakeholders' Involvement

Participation has become a very important tool for the facilitation of development efforts. Various development agencies, governments and Non-governmental organizations have employed participation in its planning and implementation of development interventions (Mcnamara, 2005). This has been because of the perceived benefits of participation which includes but not limited to improvement of participants' capacities, skills and knowledge due to continues interactions and involvement in various development activities. Participation helps build strategic alliances and networks to support programme and projects implementation. Besides, participation helps improve decisions, development of better policies, plans and programs that are practicable to local people (Lomotey, 2013). Strategy implementation is not a top-down-approach. Consequently, the success of any implementation effort depends on the level of involvement of all stakeholders. To generate the required acceptance for the implementation as a whole, the affected stakeholders' knowledge (which is often underestimated) must already be accounted for in the formulation of the strategy. Then, by making sure that these stakeholders are a part of the strategy process, their motivation towards the project will increase and they will see themselves as an important part in the process.

NACADA works with different partners and stakeholders in its effort to bridge the gap of knowledge about drug and substance abuse. NACADA has established partnerships with public, private as well as international organizations and institutions in furtherance of its mandate. NACADA partnerships include the Ministry of Interior and Coordination of National Government, Kenya Police Anti-Narcotics Unit, Judiciary, Customs Department, Ministry of Education, Ministry of Health, United Nations, Ministry of Youth Affairs and Sports and NGOs, FBOs and Private Sector.

Leadership Commitment

According to Kempe (2012), leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to strategically accomplish shared objectives. Of course, having influence means that there is a greater need on the part of leaders to exercise their influence ethically.

Olagboye (2005) notes that one situation in which leadership effectiveness may be most visible is when an organization changes its strategy. Adopting a new strategic initiative is distinct from implementing it, but research investigating leaders' roles in such change often blurs the two processes. For example, studies of CEO succession that examined subsequent changes in organizational performance associated with the appointment of a new CEO have implicitly assumed that the new CEO was able to implement change throughout the entire organization and that leaders at lower hierarchical levels were supportive of the change (Agagu, 2008). A more nuanced perspective, however, would acknowledge that for a senior leader to affect organizational performance requires that managers and employees at lower levels also support the new strategy. To implement a new strategic initiative, leaders at subordinate levels must reinforce it; that is, they must allocate resources for it, deal effectively with resistance to it, and convince employees that the new initiative is important and in the employees' interests to support (Kisalu, 2014).

In Nakuru Water and Sanitation Services Company (NAWASSCO), a study conducted by Mukira (2013) established that leadership was not playing a significant role in determining the organizational performance. This may be attributed to the public nature of NAWASSCO requiring that the management and other organization participants adhere to Policies thereby limiting initiative and risk-taking on the part of the organization management. However, the various leadership aspects that were studied included motivating, inspiring, communicating, innovation competency, promotion of shared behavior, vision, mission, norms and values and consultation and were found to be positively influencing performance.

Resources Allocation

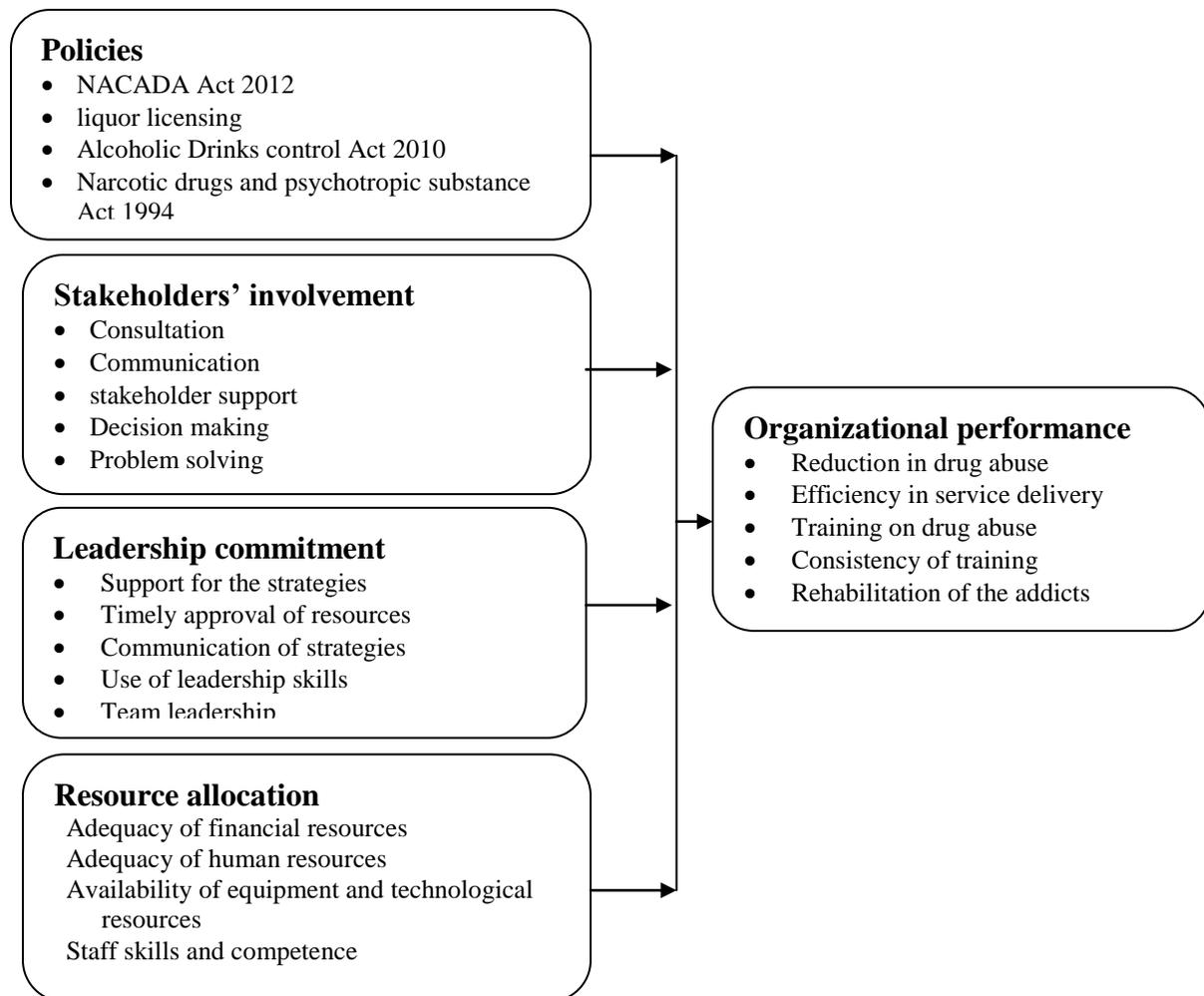
Gitonga (2013) suggests that most strategic plans are hurdled by the financial constraints during the time of their implementation. It is important, particularly at the business level, to integrate non-financial measures such as market share or market growth in the budget, so that one can better assess the extent to which improved competitive strength is being achieved as well as the extent to which deviations are due to changes in the business attractiveness (Omboi & Mucai, 2012). Also, since most budgets will be based on operating departments, it is important to superimpose key non-dollar factors that would signal whether the strategic programs are proceeding on schedule. The concern for financial measurement accuracy in the budgets seems to have jeopardized the concern for relevance in some companies' budgets. The various program alternatives need to be economically evaluated in two respects. First, there are different ways to achieve a particular strategic implementation action and these alternatives should be compared.

A cost/benefit analysis is needed, but unfortunately is done too often on narrow grounds. By only looking at the financial costs and benefits without taking a strategic risk-assessment into account one might easily pursue the less favorable project or fail to search for less risky alternatives

(Khayota, 2014). To assess risk in this strategic context three steps of analysis must be carried out: a specific assessment of which budgetary factors might significantly affect the strategic plan's success; an assessment of the degree of predictability of each factor; and an assessment of one's own potential for responding to a particular environmental development to ameliorate adverse effects or to take advantage of favorable developments. Thus, the choice of plan alternative should put major emphasis on maintaining strategic flexibility (Njagi & Kombo, 2014).

Conceptual Framework

A conceptual framework is a theoretical structure of assumptions, principles, and rules that holds together the ideas comprising a broad concept. The independent variables in this study will be policies and procedures, stakeholders' involvement, leadership commitment and resources allocation in strategy implementation. The dependent variable will be organizational performance of NACADA.



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

Research Methodology

The research design to be used in this study was a descriptive survey design. The target population of this study was staff of NACADA in the levels of senior management, middle level management and operation staff. The target population of this study therefore, consisted of the 102 staff of NACADA. The study used stratified random sampling technique to select 50% of the target population. According to Greener (2008), for a population for between 100 and 500 ($100 < N < 500$) a 50% sample size should be selected. The sample size of this study was therefore 51 respondents.

Table 1: Sample size

Category	Target Population	Sample size
Senior management	8	4
Middle level management	20	10
Operation staff	74	37
Total	102	51

The study made use of both primary and secondary data. Secondary data was obtained from the annual reports of NACADA. Primary data was collected by use of semi-structured questionnaires. Data analysis was both quantitative as well as qualitative. In this study the collected quantitative data was edited and coded into a statistical package (Statistical Package for Social Sciences (SPSS) version 21) for analysis. Both descriptive and inferential statistics was used to analyze quantitative data. In descriptive statistics, the study used frequency, mean, standard deviation and percentages. The analyzed data was then presented in tables and figures. On the other hand, qualitative data was coded thematically and then evaluated statistically. Content analysis was used to qualitative data, that is, data collected from open ended questions. The results were then presented in form of a prose.

A multivariate regression analysis was also carried out to determine the relationship between dependent variable and the four independent variables. According to Orodho (2007) a multivariate regression analysis was used to show the relationship between variables. The regression equation will be;

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

Whereby Y = organizational performance of NACADA, X1 = Policies, X2 = Stakeholder's involvement, X3 = leadership, X4 = Resources allocation, ε = Error Term, β_0 = Constant Term, $\beta_1, \beta_2, \beta_3, \beta_4$ = Beta Co-efficient

Results and Discussions

The study had a sample size of 51 staff of NACADA in the levels of senior management, middle level management and operation staff of NACADA. Out of 51 staff, 49 responses were obtained giving a response rate of 96.08%. The study did not achieve a 100% response rate as some of the questionnaires were half way filled by the respondents and hence could not be used in the study.

However, according to Kothari (2004) any response of 50% and above is adequate for analysis thus 96.08% formed an acceptable basis for drawing conclusions.

Policies in drug demand reduction strategy implementation

The first objective of this study was to determine influence of policies in drug demand reduction strategy implementation on the organizational performance of NACADA. The respondents were requested to indicate the key policies in drug demand reduction strategy implementation influencing the performance of NACADA. The respondents indicated that strategic plan, Medium Term Plan, ADCA 2010 and legislation on alcohol and drugs controls as the key policies on drug reduction strategy. Other key policies include NACAD Act 2012 and Constitution of Kenya.

The researcher asked the respondents to indicate the extent to which various aspects of institutional policies and legislations in drug demand reduction strategy implementation influence the performance of NACADA.

Table 2: Aspects of Policies

Aspects of policies	Mean	Std. Deviation
NACADA Act 2012	4.510	0.505
Schedule IV of the Constitution of Kenya (liquor licensing)	3.959	0.676
Alcoholic Drinks Control Act 2010	3.918	0.672
Narcotic drugs and psychotropic substance Act 1994	4.122	0.634
Budget approval policies	4.265	1.076
Decisions-making policies	4.429	0.979
Stakeholders involvement policies	3.878	0.696

From the findings, the respondents indicated with a mean of 4.510 and a standard deviation of 0.505 that the implementation of NACADA Act 2012 influences the performance of NACADA to a very great extent. The respondents further indicated with a mean of 4.429 and standard deviation 0.979 that the uses of decisions-making policies influence the performance of NACADA to a great extent. The respondents also indicated with a mean 4.265 and standard deviation of 1.076 that budget approval policies influence the performance of NACADA to a great extent.

The implementation of Narcotic drugs and Psychotropic Substance Act 1994, was also found to influence the performance of NACADA as shown by a mean of 4.122 and standard deviation of 0.634. The respondents also indicated with a mean of 3.959 and standard deviation of 0.676 that the implementation of Schedule IV of the Constitution of Kenya (liquor licensing) influences the performance of NACADA. In addition, the respondents indicated with a mean of 3.918 and standard deviation of 0.672 that the implementation of Alcoholic Drinks Control Act 2010 to a great extent. Further, the respondents indicated with a mean of 3.878 and standard deviation of

0.696 that adhering to stakeholders' involvement policies influence the performance of NACADA to a great extent.

The respondents' were asked to indicate how policies in drug demand reduction strategy implementation influence the performance of NACADA. The respondents indicated that the policies helps NACADA to develop action plans aimed at preventing the use of drugs and at reducing the adverse consequences of drug use abuse. They also indicated that policies give the organization direction in achieving its goals and objectives. In addition, the respondents indicated that the policies help NACADA in coordinating, monitoring and evaluating all control measures against drug and substance abuse in Kenya. Policies were also found to help NACADA define its priorities and assign responsibilities for drug control to various independent agencies. The policies also create the conditions for development, implementation and assessment of prevention and public awareness activities. The respondents also indicated that policies also influences the design of Alcohol and Drug Abuse intervention programs, research on the subject of Alcohol and Drug Abuse, overall strategic direction of the campaign against Alcohol and Drug Abuse and influences the process of resource allocation towards effective Alcohol and Drug Abuse programs.

Stakeholders' Involvement

The second objective of the study was to determine the influence of stakeholder's involvement in drug demand reduction strategy implementation on organizational performance of NACADA. The respondents were asked to indicate the extent to which various aspects of stakeholders' involvement in drug demand reduction strategy implementation influence the performance of NACADA.

Table 3: Aspects of Stakeholders' Involvement

Aspects of Stakeholders' Involvement	Mean	Std. Deviation
Consultation	3.816	0.782
Communication	4.061	0.517
Stakeholder support	4.061	0.475
Decision making	4.041	0.644
Problem solving	4.102	0.467
Partnership	4.041	0.676

From the findings, the respondents indicated with a mean of 4.102 and standard deviation of 0.644 that problem solving as an aspect of stakeholders involvement influence the performance of NACADA to a great extent. The respondents further indicated with a mean of 4.061 and standard deviation of 0.475 that stakeholder support influences the performance of NACADA to a great extent. The respondents also indicated with the same mean and standard deviation of 0.517 that communication influences the performance of NACADA to a great extent. In addition, the respondents indicated with a mean of 4.041 and standard deviation of 0.644 that decision making influence the performance of NACADA to a great extent. With the same mean and standard deviation of 0.676 that partnership influences the performance of NACADA to a great extent. Finally, the respondents indicated with a mean of 3.816 and standard deviation of 0.782 that consultation influences the performance of NACADA to a great extent.

The respondents were requested to indicate how stakeholders' involvement in drug demand reduction strategy implementation influences the performance of NACADA. The respondents indicated that stakeholders' partnership helps in securing more funding for the prevention activities. The respondents also indicated that through stockholders involvement, relevant and meaningful information can be used to develop Information, Education and Communication (IEC) materials. Stakeholders involvement in implementation of Drug Demand Reduction Strategy helps NACADA provide for and encourage active and coordinated participation of the individual at community level, both generally and in situations of particular risk by virtue of, for example, their geographical location, economic conditions or relatively large addict populations thus allow NACADA to deal with crisis with the most effective ways. The respondents further indicated that stakeholders' involvement helps in formulating of better policies towards ADA mitigations. This also indicated that it enhances collaboration in the campaign against ADA leading to bigger impacts and effectiveness. Regional and or international stakeholders involvement strengthen cooperation and coordination in drug use prevention and helps harmonizing of drug control legislation of member states. Finally, the respondents indicated that representation of various interest groups such as women, children and disabled in strategy implementation leads to more inclusive ADA programming.

Leadership Commitment

The third objective of the study was to assess the influence of leadership in drug demand reduction strategy implementation on organizational performance of NACADA. The study sought to determine the extent to which aspects of leadership commitment in drug demand reduction strategy implementation influence the performance of NACADA. The results were as shown in the table below.

Table 4: Aspects of Leadership Commitment

Aspects of Leadership Commitment	Mean	Std. Deviation
Support for the strategies	4.633	0.636
Timely approval of resources	4.551	0.709
Communication of strategies	4.470	0.819
Use of leadership skills	4.674	0.658
Team Leadership	4.694	0.652

From the findings, the respondents indicated with a mean of 4.694 and standard deviation of 0.652 that team leadership in drug demand reduction strategy implementation influence the performance of NACADA to a very great extent. The respondents further indicated with a mean of 4.674 and standard deviation of 0.658 that use of leadership skills influence performance of NACADA to a very great extent. The respondents also indicated with a mean of 4.633 and standard deviation of 0.636 that support for the strategies influence NACADA to a very great extent. In addition, the respondents indicated with a mean of 4.551 and standard deviation of 0.709 that timely approval of resources influence performance of NACADA to a very great extent. Finally, the respondents indicated with a mean of 4.470 and standard deviation of 0.819 that communication of strategies in drug demand reduction strategy implementation influence the performance of NACADA to a great extent.

The respondents were asked to indicate the effect of leadership commitment in drug demand reduction strategy implementation influence on the performance of NACADA. From the results, the respondents indicated that committed leadership quickly aligns strategy to its performance. The respondents further indicated that strategic leadership generates fruitful results. Commitment leadership was also found to motivate the staff to obtain the determined objectives through communicating of strategies by integrating all department of NACADA. It also helps NACADA enhance performance in delivery of service in turbulent and unpredictable environment. In addition, the respondents indicated that it helps in enhancing that better policies are put in place and also clear strategic direction and vision. More resources are also allocated and proper management enhanced for the same.

Resources Allocation

The fourth objective of the study was to determine the influence of resources allocation in drug demand reduction strategy implementation on organizational performance of NACADA. The respondents were requested to indicate the resources needed in drug demand reduction strategy implementation influence the performance of NACADA. The respondents indicated funds, skilled and competent human resource and ICT infrastructure as the most resources required in demand reduction strategy implementation to influence the performance of NACADA. Other resources included material resources (vehicles and computers).

The study sought to determine the extent to which aspects of resource allocation in drug demand reduction strategy implementation influence the performance of NACADA.

Table 5: Aspects of Resource Allocation

Aspects of Resource Allocation	Mean	Std. Deviation
Adequacy of financial resources	4.592	0.643
Adequacy of human resources	4.163	0.657
Staff skills and competence	4.592	0.762
Availability of equipment	4.653	0.663
Availability of technological resources	4.122	0.634

From the findings, the respondents indicated with a mean of 4.653 and standard deviation of 0.663 that availability of equipment in drug demand reduction strategy implementation influence the performance of NACADA to a very great extent. The respondents also indicated with a mean of 4.592 and standard deviation of 0.643 that adequacy of financial resources influence the performance of NACADA to a very great extent. With the same mean and standard deviation of 0.762 that staff skills and competency influence the performance of NACADA to a very great extent. The respondents also indicated with a mean of 4.163 and standard deviation of 0.657 that adequacy of human resources influence the performance of NACADA to a great extent. Finally, the respondents indicated with a mean of 4.122 and standard deviation of 0.634 that availability of technological resources in drug demand reduction strategy implementation influence the performance of NACADA to a great extent.

The respondents were asked to indicate the effect of resource allocation in drug demand reduction strategy implementation influence on the performance of NACADA. The respondents indicated that resources have effect on the ability and space of strategy implementation. The respondents also indicated that through the amount allocated to NACADA to implement the strategy is not efficient but there is proper utilization of funds. In addition, the respondents indicated that resources especially finance and Human Resource has influence on implementation of strategy as they are useful in the development of training materials. The respondents also indicated that good allocation of resources leads to more innovation programs and approaches, more sustainable ADA interventions, presence of NACADA at the grassroots and enhance synergy between NACADA and its strategic partners. Finally, the allocation of resources enhances accessibility of NACADA programs and services.

Performance of NACADA

The respondents were requested to rate various measures of performance in NACADA.

Table 6: Performance of NACADA

	Mean	Std. Deviation
Reduction in drug abuse	3.347	0.751
Efficiency in service delivery	3.837	0.590
Training on drug abuse	4.000	0.764
Consistency of training	3.510	0.650
Rehabilitation of the addicts	3.184	0.727

According to the findings, the respondents indicated with a mean of 4.000 and standard deviation of 0.764 that training on drug abuse was good. The respondents also indicated with a mean of 3.837 and standard deviation of 0.590 that efficiency in service delivery was good. The respondents further indicated with a mean of 3.510 and standard deviation of 0.650 that consistency of training was good. In addition, the findings indicated with a mean of 3.347 and standard deviation of 0.751 that reduction in drug abuse to be fair. The respondents finally indicated with a mean of 3.184 and standard deviation of 0.727 that rehabilitation of the addicts to be fair.

Inferential Statistics

A multivariate regression analysis was used to determine the relationship between the dependent and the independent variables. The multivariate regression model was:

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

Where: Y = Organizational Performance; β_0 = Constant Term; β_1 , β_2 , β_3 and β_4 = Beta coefficients; X_1 = Policies; X_2 = Stakeholders' involvement; X_3 =Stakeholders' involvement; X_4 = Resources allocation;

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.888 ^a	.788	.769	.14112

The R-Squared is the proportion of variance in the dependent variable which can be explained by the independent variables. The R-squared in this study was 0.788, which shows that the four independent variables (Policies, Stakeholders' involvement, Leadership commitment and Resources allocation) can explain 78.8% of the dependent variable. This shows that the other factors not studied in this study explain 21.2% of the dependent variable (organization performance).

Table 8: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3.263	4	.816	40.964	.000 ^b
Residual	.876	44	.020		
Total	4.140	48			

The analysis of variance in this study was used to determine whether the model is a good fit for the data. From the findings, the p-value was 0.000 which is less than 0.05 and hence the model is good in predicting how the four independent variables (policies, stakeholders' involvement, leadership commitment and resources allocation) influence organizational performance of NACADA. Further, the F-calculated (40.964) was more than the F-critical (2.6) which shows that the models was fit in predicting the influence of the independent variables on the dependent variable.

Table 9: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.825	0.192		4.297	0.000
Policies	0.327	0.103	0.321	3.175	0.021
Stakeholders' involvement	0.672	0.123	0.642	5.463	0.000
Leadership Commitment	0.432	0.124	0.401	3.484	0.002
Resources allocation	0.231	0.111	0.221	2.081	0.037

Based on this table, the equation for the regression line is:

$$Y = 0.825 + 0.327X_1 + 0.672X_2 + 0.432X_3 + 0.231X_4$$

According to the intercept (β_0), when the four independent variables are held constant, the value of organizational performance of NACADA will be 0.825. In addition, holding all the other independent variables constant, a unit increase in institutional policies would lead to a 0.317 improvement in organizational performance. The relationship was significant as shown by a p-

value of 0.021. Further, holding on the other independent variables constant, a unit increase in stakeholders' involvement would lead to a 0.672 improvement in organizational performance of NACADA. The relationship was significant as shown by p-value of 0.000.

In addition, holding all the other variables constant, a unit increase in Leadership commitment would lead to a 0.432 improvement in organizational performance of NACADA. The relationship is significant as shown by a p-value of 0.002. Lastly, the findings show that a unit increase in resource allocation would lead to a 0.231 improvement in organizational performance of NACADA. However, the relationship was insignificant as shown by a p-value of 0.037.

From these findings we can infer that stakeholders involvement was influencing organizational performance of NACADA most, followed by institutional policies, leadership commitment and resources allocation.

Conclusion

The study concludes that there is a significant positive relationship between organization policies in drug demand reduction strategy implementation influence the organizational performance of NACADA. Policies such as NACADA Act 2012, decisions-making policies, budget approval policies, narcotic drugs and psychotropic substance Act 1994, Schedule IV of the Constitution of Kenya and Alcoholic Drinks Control Act 2010 influence the performance of NACADA.

The study also concludes that there is a positive and significant relationship between stakeholder's involvements in drug demand reduction strategy implementation influence organizational performance of NACADA. Decision making stakeholder support, partnership and consultation are other aspects of influences drug demand reduction strategy implementation on organizational performance of NACADA, to a great extent.

The study also concludes that there is a positive relationship between committed leadership in drug demand reduction strategy implementation and the organizational performance of NACADA. The study found that team leadership, leadership skills, support for the strategies, timely approval of resources and communication of strategies influence the performance of NACADA to a great extent. Committed leadership quickly aligns strategy enhance organizational performance and motivate the staff to obtain the determined objectives through communicating of strategies by integrating all department of NACADA and this enhance performance in delivery of service in turbulent and unpredictable environment.

The study further concludes that there is a positive and significant relationship between resource allocation in drug demand reduction strategy implementation and the performance of NACADA. The study further concludes that availability of equipment, adequacy of financial resources, staff skills and competency, adequacy of human resources, availability of technological resources in drug demand reduction strategy implementation influence the performance of NACADA.

Recommendations

The study found that institutional policies influence the performance of NACADA. The study recommends that policy makers should ensure that there is no duplication of responsibilities among government agencies.

In relation to stakeholders' involvement, the organization should ensure that all stakeholders are involved in the design and implementation of organization strategies. Law enforcement agencies like the Anti-Narcotic police unit with the help of county government should put more effort to implement the policies as this will help NACADA improve competence and meet their objective of addressing its core mandate of addressing the issues of drug and substance abuse and most importantly.

The study further recommends that good communication system between the organization and the public should be put in place to facilitate the rate of getting information to the public domain related to the core objectives of NACADA. Reliable communication within the organization should also be put in place to enhance information flow within all departments of NACADA as well as its stakeholders.

The study revealed that the amount of resources allocated to NACADA to implement the drug demand reduction strategy is insufficient. The study thus recommends that the government to enhance funding levels to NACADA to enable it implement drug demand reduction strategy which is key to the achievement of its goals. To policy makers the study recommends that policies and legislation that regulate the use of drugs and substance be updated and also formulate policies on management and allocation of resources to ensure that the strategy is fully implemented.

The study also recommends that, both the county government and the national government should avail all the resources such as finance, equipment and modern technology to NACADA in order for the organization to achieve its core objectives. The organization should also come up with ways to train the staff members on how to use the modern technology as this will improve their efficiency to counteract the menace of drug and substance abuse.

Areas for Further Studies

This study was limited to influence of drug demand reduction strategy implementation on organizational performance of National Authority for the Campaign against Alcohol and Drug Abuse (NACADA), Kenya. The study also suggests that further studies should be conducted on the effect of other strategies implementation on the performance of NACADA. The study also recommends further studies on the role of private sector institutions in implementation of drug demand reduction strategy as this would likely lead to new insights and therefore enrich the efforts that have been made in this study.

Reference

- Agagu, A.A. (2008). Re-inventing the Nigerian public service in an Age of Reforms. *Pakistan Journal of Social Sciences*, 5(3), 243-252.
- Ahmad, M.D., Ujang, S. & Arief, D., (2013). Factors Affecting Poor Strategy Implementation. *Gadjah Mada International Journal Of Business*, 15(2), 183-204.
- Allegranzi, B., Sax, H., Bengaly, L., Richet, H., Minta, D. K., Chraiti, M., & Pittet, D. (2010). Successful implementation of the World Health Organization hand hygiene improvement strategy in a referral hospital in Mali, Africa. *Infection Control and Hospital Epidemiology*, 31(2), 133-141

- Andrews, R., Boyne, G. A., Law, J., & Walker, R. M. (2011). Strategy Implementation and Public Service Performance. *Administration & Society*, 43(6), 643-671.
- Bertalanffy, L. (1968). *General System theory: Foundations, Development, Applications*. New York: George Braziller.
- Dolan, K., Rodas, A., & Bode, A. (2015). Drug and alcohol use and treatment for Australian Indigenous and non-Indigenous prisoners: demand reduction strategies. *International Journal Of Prisoner Health*, 11(1), 30-38.
- Gallego-Ayala, J., & Juizo, D. (2011). Strategic implementation of integrated water resources management in Mozambique: An A'WOT analysis. *Physics & Chemistry of The Earth - Parts A/B/C*, 36(14/15), 1103-1111.
- Gitonga, N.M. (2013). *Effects of strategic plan implementation on organizational performance*. Retrieved from ir.kabarak.ac.ke
- Greener, S.L. (2008). *Business Research Methods*. Copenhagen: Ventus Publishing ApS.
- Kempe R. H. (2012). Managing the Public Sector in Kenya: Reform and Transformation for Improved Performance. *Journal of Public Administration and Governance*, 2(4), 128-134
- Khayota, M.C. (2014). Critical Analysis of Strategy Implementation on Organization Performance in Service Delivery: Case of Lake Victoria South Water Services Board in Kisumu. *European Journal of Business and Management*, 6(30), 192-201
- King, A. (2009). Overcoming Structure and Agency: Talcott Parsons, Ludwig Wittgenstein and the Theory of Social Action. *Journal Of Classical Sociology*, 9(2), 260-288.
- Kisalu, F. (2014). Utility Of Gemba Kaizen Model On Public Sector Service Delivery In Nakuru Sub County, Kenya. *International Journal of Research in Social Sciences*, 4(5), 37
- Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Delhi: New Age International (P) Limited Publishers.
- Lomotey, J. (2013, September 2). *Factors influencing stakeholder participation in the strategic planning process*. Retrieved from <http://hdl.handle.net/2105/16010>
- Mbaka, R. M. & Mugambi, F. (2014). Factors affecting successful strategy implementation in the Water Sector in Kenya. *IOSR Journal of Business and Management (IOSR-JBM)*, 16(7), 61-68.
- Mcnamara, G. (2005). Strategic management decision makings. *Journal of Strategic Planning* 65(4), 390-395
- Mukira, N. G. (2013). *Effects of Strategic Plan Implementation on Organizational Performance: A Case Study of Nakuru Water and Sanitation Services Company (NAWASSCO)*. Retrieved from <http://ir.kabarak.ac.ke>
- Mwangi, S. K., Mugambi, D. N. & Waiganjo, E. W. (2012). Enhancing Strategic Control in Kenya's Public Institutions through Performance Contracting. *International Journal of Current Research*, 4(9), 99-102

- NACADA (2012). *Rapid Situation Assessment of the Status of Drug and Substance Abuse in Kenya, 2012*. Retrieved from <http://www.nacada.go.ke/documents-and-resources/category/8-statistics-research-survey-findings>
- NACADA (2014). *Summary Report of Morbidity and Mortality Caused By Alcohol Consumption in Various Parts of the Country as At 11TH May 2014*. Retrieved from <http://www.nacada.go.ke/documents-and-resources/category/8-statistics-research-survey-findings>
- Njagi, L. & Kombo, H. (2014). Effect of Strategy Implementation on Performance of commercial Banks in Kenya. *European Journal of Business and Management*, 6(13), 62-73
- Olagboye, A.A. (2005). *Inside the Nigerian Civil Service*. Ibadan: Daily Graphics Ltd.
- Omboi, B. M. & Mucai, P.G. (2012). Factors Affecting the Implementation of Strategic Plans in Government Tertiary Institutions: A Survey of Selected Technical Training Institutes. *European Journal of Business and Management*, 3(3), 85-90
- Omondi, M. P., Ombui, K., & Mungatu, J. (2013). Factors affecting effective strategy implementation for attainment of Millennium Development Goal 5 by international reproductive health non-governmental organizations in Kenya. *TQM Journal*, 25(5), 507-519.
- Orodho, A. J. (2007). *Techniques of Writing Research Proposal and Reports*. Nairobi: HP Enterprises.
- Pentz, M. A., & Bonnie, R. J. (2008). Integrating supply and demand reduction strategies for drug abuse prevention. *American Behavioral Scientist*, 39(7), 897.
- Raps, A. & Kauffman, D (2005). *Strategy implementation – an insurmountable obstacle?*, *Handbook of Business Strategy*, 6(1), 141-146