FACTORS INFLUENCING EFFECTIVE STRATEGIC PLAN IMPLEMENTATION AT KENYATTA PRIME CARE CENTRE

BY

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UNITED STATES INTERNATIONAL UNIVERSITY–AFRICA

SUMMER 2018
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A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirements for the Degree of Master in Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY–AFRICA

SUMMER 2018
STUDENT'S DECLARATION
I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University in Nairobi for academic credit.

Signed: ___________________________  Date: ___________________________
Doris K. Shisia (ID No: 650199)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: ___________________________  Date: ___________________________
Fred. O. Newa

Signed: ___________________________  Date: ___________________________
Dean, Chandaria School of Business
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ABSTRACT

The purpose of this study was to determine the factors that influence effective strategic plan implementation at Kenyatta Prime Care Centre (KPCC). The study sought to answer the following research questions; to what extent does leadership influence effective strategic plan implementation? To what extent does resource allocation influence effective strategic plan implementation? To what extent do staff capabilities influence effective strategic plan implementation?

The study employed descriptive survey design to determine the factors that influence effective strategic plan implementation at KPCC. The target population in this study was 369 KPCC employees and primary data was collected using a questionnaire out of which 192 employees of KPCC was the sample size. Stratified and simple random sampling methods were used in selecting the respondents a qualitative approach was used in analyzing data. A Likert Scale of five levels (Strongly disagree, disagree, neutral, agree and strongly agree) was be adopted and the data collected coded using Statistical Package for the Social Sciences (SPSS) for quantitative analysis.

The study revealed that there was a positive relationship between leadership and strategic plan implementation. The mean for leadership influence ranged from 2.81 to 4.00 which illustrated that KPCC leadership style influenced the implementation of its strategic plan. Managers at KPCC motivate their employees to implement the organization’s strategic plan and they take formal responsibility to communicate regularly about strategic plan implementation.

It was noted that resource allocation plays a critical role in ensuring a strategy is implemented. This study revealed that adequate resources were availed to ensure that employees implemented the strategic plan. Nevertheless, the Centre had redundant resources that hindered strategy implementation.

The study also found that employees at KPCC had received adequate training on strategic plan implementation, understood their duties in relation to attainment of organizational goals and their supervisors motivated them to perform. In addition, employees’ performance objectives were aligned with the overall organization’s objectives, they shared ideas openly and those recruited had the right skills for the positions they held.
The study concluded that KPCC strategic plan successful implementation was highly dependent on good leadership, adequate resource allocation and capabilities of the employees. Redundant resources were found to hinder the implementation of the strategic plan.

The study recommended that further a cross-sectional empirical research be carried out in the larger Kenyatta National Hospital. In addition, any further studies on this subject should examine other factors which also influence organizational strategic plan implementation, apart from leadership, resource allocation and employee capabilities.
ACKNOWLEDGEMENT

First, I thank the Almighty God for his protection, provision of good health, knowledge, resources and guidance in my academic endeavors. Undertaking a research of this magnitude particularly in the study area could not have been possible without the support and understanding of several people and institutions.

I’m greatly indebted to my family for supporting me to undertake this course and also to my entire classmate for their support and encouragement throughout the course of my study at USIU. My prayer is that God may bless you abundantly for your great sacrifice and support.

I am particularly grateful to my supervisor, Fred Newa for his patience, selfless dedication and commitment in guiding my study to the very end. His comments and inputs were of great assistance in this study. You are a great scholar. My special regard is to the entire USIU fraternity.
DEDICATION

The project is dedicated to leaders and employees who are able to make a difference in strategy implementation in Healthcare.
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### ABBREVIATIONS AND ACRONYMS

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<tr>
<td>ANOVA</td>
<td>Analysis of Variance</td>
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<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
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<td>CRM</td>
<td>Customer Relationship Management</td>
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<td>KNH</td>
<td>Kenyatta National Hospital</td>
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<td>KPCC</td>
<td>Kenyatta Prime Care Centre</td>
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<tr>
<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

A strategy is important and defines the path of growth for organizations. Over time the concept and practice of strategic planning has been adopted globally and across sectors because of its influence to organizational performance. Strategic management is an art and science which involves both quantities and behavioral sciences in management. It includes a variety of methods and disciplines with the objective of assisting businesses to be successful by making themselves more distinctive with a goal of achieving competitive advantage (Pournasir, 2013). Pearce and Robison (2008) describe strategic plan management as a set of decisions and actions that result in the formulation, implementation, and control of plans designed to achieve an organization’s vision, mission, and strategic objectives.

Thompson, Strickland III, and Gamble (2013) describe strategic plan as how management intends to nurture its business, how it builds loyal customers and how it maintains sustainable competitive advantage. These authors also indicated that strategic plan is an operations-oriented; make-things-happen activity. It is aimed at performing core business activities in a strategy supportive manner that gives a company a competitive edge only if it is skillfully executed through the decisions and actions of front line managers and employees. Failure of a strategic plan occurs often not because of insufficient strategy formulation but because of insufficient strategy implementation. Wheelen and Hunger (2012) note that strategy implementation has attracted little research compared to formulation and yet it is the aspect that defines the process through which a chosen strategy is achieved.

Feldberg (2014) has stated that many companies fail to implement big parts of the strategies they formulate because of poor communication from leaders, demotivated employees and lack of involvement of employees during formulation of the strategy a statement that Pournasir (2013) concurs with, indicating similar issues in Iran, where human resource motivation is important to the success of strategy. Kazmi (2008) noted that managers spend so much time formulating the strategies instead of focusing on
implementation which requires more effort, resulting a high failure rate. More than half of the strategies developed by organizations are never implemented. This is the more reason why emphasis should be put on implementation for the success of an organization (Atkinson, 2006).

Beer and Eisenstat (2000) highlights several root causes of poor strategy implementation: poor leadership, ineffective communication and poor delegation methods. In addition, these barriers affect quality standards in an organization. Implementation of a strategy defines the process through which a chosen strategy is put into action. It involves the design and management of systems to achieve the highest integration of people, structures, processes and resources in achieving organizational objectives. Strategy implementation is guided by Alfred Chandeller’s statement, “Structure should follow Strategy” where structure is all systems, processes and functions of the organization (Amason, 2011). The complexity of the business environment has currently put immense pressure on the business leaders to adapt to the changes and identify ways to improve performance through the effective implementation of strategy.

Beer and Eisenstat (2000) attribute implementation failure to poor capabilities, inadequate process and activities that are required for successful implementation. On the other hand another study done in Malaysia indicated that the three most challenging obstacles on strategy success include those pertaining to the environment, management information systems, and human resource (Zakaria & Omar, 2013). Internationally, the pace of change in healthcare continues to be rapid with a drive to implement cost-effective interventions to improve care. According to Rajasekar (2014) strategy implementation has been the key driver in the success of organizations since late 20th Century and yet has had a failure rate of 50 to 80 percent.

American industries were said to be successful because of consistently reviewing their strategies and making relevant changes during the duration of the strategic plan as compared to the Japanese who stuck to their long term goals to the end (Rajasekar, 2014). Nyamwanza (2013) stated that inadequate preparation before strategy implementation accounts for the main reason as to why many organizations’ strategies fail and
recommended that necessary preparations be carried out before embarking on strategy implementation. Kenya, like most emerging economies has faced challenges in expanding public healthcare coverage especially with declined resources and increased public demand for same.

It is evident that the business environment has become very turbulent with many challenges and changes happening continuously making necessary, the need to reformulate strategy and re-engineer the business processes to ensure profitability. Models such as the 8 ‘S’s enable senior management to more readily enact, monitor, and assess the cross functional execution of strategies, new or revised. The 8 ‘S’s model is a revision of the original McKinsey 7 ‘S’s model developed by Higgins in 2005. The models’ central idea is organizational effectiveness which stems from interaction of several factors. According to Higgins, opinion, much of strategy execution revolves around aligning key organizational functions and factors with the chosen strategy. These include structure, system and processes, style, staff, resources and shared values with the new strategy so that the strategy opted can succeed. These are divided into two; soft and hard elements. This study focuses mainly on three soft elements which are resources, style and staff and how they influence effective implementation of strategy.

The Government of Kenya’s (GoK) in its ongoing public sector reforms endeavors to enhance efficiency and effectiveness in public service delivery including health care. This will ensure that public service is results-oriented and citizen-focused and will propel the country into enhanced national competitiveness, economic growth and development. Ultimately the focus is on ensuring improved quality of life for Kenyans as envisaged by the Vision 2030 (Government of Kenya, 2013). Ministry of Health’s strategy is embedded on the vision 2030 which was developed as a national long-term development plan for the country to create “A globally competitive and prosperous country with a high quality of life by 2030.” The social pillar of the vision 2030 indicates the government’s commitment towards ensuring accessibility of quality healthcare to all Kenyans (Ministry of Health, 2014). Kenya’s healthcare system is structured in a hierarchical manner that begins with primary healthcare with the lowest unit being the community and then graduates with
complicated cases being referred to higher levels of healthcare (Muga, Kizito, Mbayah, & Gakuruh, 2005).

Kenyatta National Hospital (KNH) is one of the state corporations under the health sector governed by a Board of Management. Mahinda (2013) indicates that KNH was established in 1901 with two wards; a 40-bed capacity to serve African and Asian Communities and was renamed to King George VI 1952; then to KNH after Kenya’s independence. The private wing was started in 1953 as Rahimtulla wing with a bed capacity of 22. It was established to cater for patients who sort private healthcare services. In 1981 private wing was moved to ninth and tenth floor of the tower block and has since expanded its bed capacity to two hundred and twenty-five (225), with an outpatient unit which also runs specialized clinics and diagnostic services. The mandate of the private wing is to provide quality healthcare at competitive rates, harness the potential for business opportunities in healthcare. Private wing was later rebranded to Kenyatta Prime Care Centre (KPCC) in 2012 in line with the first strategic plan.

KPCC has experienced many challenges which have been attributed to leadership, structures, internal processes, controls and slow bureaucratic decision-making processes. To address these challenges various strategic changes have occurred with different leadership taking the mantle to steer the organization to the right direction. KPCC is currently implementing its second strategic plan [KPCC SP II 2017 – 2022] to build up on the gains made in the previous strategy.

1.2 Statement of the Problem

Organizations routinely attempt strategic change, but many implementation efforts fail. Change implementation is considered a game of high stakes, where success can reinvigorate a business, but failure often delivers catastrophic consequences, including the firm’s demise (Sonenshein & Dholakia, 2012). Cândido and Santos (2015) suggested that in spite of the notable gains made in the strategic management field, the problem of strategy implementation failure persists, and it is still an important and ongoing concern for researchers and practitioners. Li, Guohui, and Eppler (2010) agreed that strategies
frequently fail not because of inadequate strategy formulation, but because of insufficient implementation.

Rajasekar (2014) did a study on Strategy implementation processes in a service industry in the Sultanate of Oman. The study proposed seven factors that affect implementation strategy. The results demonstrate that leadership is by far the most important factor influencing successful implementation strategy in the service sector. They recognized that strategy implementation has received less research attention than strategy formulation and yet, it remains the most significant management challenge faced by many organizations today. While scholars have amassed an impressive base of knowledge regarding how firms, through the actions of top managers should attempt strategic change, they know surprisingly little about the ways in which employees contribute to the achievement of a new strategic direction.

In doing so, it emphasizes the actions of top managers that influence strategy formulation while overlooking the crucial role played by other managers and employees in implementing new strategies (Sonenshein & Dholakia, 2012). This particular study seeks to find out the factors that affect employees in regard to their contribution in making sure that strategic plan is successfully implemented. The study looks into three main factors namely; leadership, resource allocation and staff capabilities. The study will focus on finding out the relationship between the named factors and strategy implementation

1.3 Purpose of the Study
The purpose of this study was to determine the factors influencing effective strategic plan implementation at Kenyatta Prime Care Centre.

1.4 Research Questions
The study was guided by the following research questions.

1.4.1 To what extent does leadership influence effective strategic plan implementation?
1.4.2 To what extent does resource allocation influence effective strategic plan implementation?
1.4.3 To what extent do staff capabilities influence effective strategic plan implementation?
1.5 Significance of the Study

1.5.1. Kenyatta Prime Care Centre
This study will enable KPCC management to understand factors affecting the effective implementation of the strategy. This information will empower the KPCC management to put in place measures that will ensure the success of future strategies and be able to evaluate its performance accordingly.

1.5.2. Researchers
The study shall as a source of reference material for future researchers and give guidance in health policy formulation in Kenya. The study will also identify other significant relationships that require further research.

1.5.3. Health Care Practitioners
The study provided vital information and advice on improvements that the healthcare practitioners can implement to maintain high quality standards and improve service delivery. This is because the health practitioners will be able to know their role in achieving the organizational objectives.

1.6 Scope of the Study
This study took place in KPCC in Nairobi, Kenya and was limited to factors influencing the implementation of effective strategic plan. The main focus of the study was Heads of departments; middle level managers and lower carder (general) employees at KPCC participated in the study by filling in questionnaires for the period June 2018 – August 2018. Information provided in the questionnaire was treated with utmost confidentiality and respondents were assured that the information would be used for research purposes only.

1.7 Definition of Terms

1.7.1. Strategic Plan
According Nickols (2016) strategic plan is a document used to communicate with the organization the organizations goals, the actions needed to achieve those goals and all of the other critical elements developed during the planning exercise.
1.7.2. Strategy Implementation
Strategic implementation is a process that puts plans and strategies into action to reach desired goals by setting objectives, performance controls, allocating resources and motivating employees. It is defined as the deployment and operation of organizational structures, facilities, human resources and support systems, as necessary, to bring a strategy to fruition (Amason, 2011).

1.7.3. Strategy
Mintzberg, Ahlstrand, and Lampel, (1988) defined strategy using five Ps: plan, pattern, position, perceptive and ploy. He further expounded by saying that managers differentiate strategy and pattern by having strategy as a pattern that is retrospective and a strategy as a plan which is looking forward. He concluded that if the two are combined with definite analysis of the internal and external process, then, this would define strategy.

1.7.4. Resource Allocation
Resource allocation is key in strategy management and can be described as a blueprint that utilizes available resources, such as finances, or human resources to realize organizational goals (Maritan & Lee, 2017).

1.7.5. Leadership
Leadership is the process of guiding, motivating or inspiring people in a particular direction to achieve a goal. Leadership is also referred to as the process of influencing the activities of an organized group in its efforts toward goal setting and goal achievement. This statement indicates that leadership is not a mere individual trait but a process of influence upon others. Leadership requires using power to influence the thoughts and actions of other people (Silva, 2016).

1.7.6. Staff Capabilities
Staff capability refers to skills, aptitude and knowledge an employee has in relation to the job they are employed to do. Lack of capability causes employees to perform poorly leading to disappointing performance (Erdil, Timurlenk, & Kitapci, 2010).
1.8 Chapter Summary

This chapter has introduced the research topic; factors affecting effective strategy implementation at Kenyatta National Hospital by giving a detailed background of the study. The chapter also discussed the problem statement which aimed at adding literature to the topic. In addition, the chapter highlights the purpose of the study and the three research questions. The chapter ends with concepts which are unique to the study for easy understanding by all readers. Chapter two will examine the literature review based on the research objectives in chapter one; followed by the research design and methodology as chapter three, while results and findings are presented in chapter four. Lastly chapter five will provide the summary, discussion, conclusion and further recommendations.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter deliberates on literature review from previous studies on factors influencing the effective implementation of strategic plan. It is thematically divided into sections based on the research questions namely; effects of leadership on strategy implementation, the effects of resource allocation on strategy implementation and how employee capabilities influence strategy implementation.

2.2. Role of Leadership on Strategic Plan Implementation

2.2.1 Strategic Plan Implementation

Strategy implementation does not have a universally accepted definition and has been referred to as the proverbial elephant (Mintzberg, Ahlstrand & Lampel, 1988) and a critical part of strategy planning. It is defined as the conversion of strategies into actual action plans. It is indeed tedious and more complicated than formulating the strategy itself, however if successfully implemented, it enables a company to improve its overall performance and thereby gain its competitive advantage (Zaidi, Zawawi, Nordin, & Ahnuar, 2018).

The strategy implementation framework that (Mango, 2014) proposed, the eleven key implementation factors into four different categories: strategic content: strategy development; external strategic context: environmental uncertainty; and internal strategic context: organizational structure, organizational culture, leadership; operational process: operational planning, resources, communication, people, control; and outcome: results. The author illustrated that each implementation factor interacts and influences the other factors in one way or another. Lehner (2014) views it as a process of introducing various forms of organizational learning and strategic responses while another school of thought views strategy as an iterative process of turning strategies, policies, programs and plans into actions.

According to Cater and Pucko (2010) the implementation of strategies is a key driver of the emergence of strategic management in late the 20th century. During this period, US companies were said to spend more than USD 10 billion annually in analyzing their
industries, markets and competitors, and then formulating their strategic plans. This was viewed as a waste of money due to the low success rates of the strategy implementation processes causing weakness in the subsequent planning cycle. Such deficient strategy implementation inhibited future strategy formulation which created a deadly spiral of two mutually enforcing factors; poor planning and poor implementation.

Strategies fail in the implementation phase due to a failure of translation, failure of adaptation, and failure to sustain change over the long term. A dynamic approach to strategy implementation can help overcome the limitations of the traditional administrative approach that serves as a breeding ground for these failures (Dunlop, Firth, & Robert, 2013). Strategy implementation therefore can be described as dynamic, iterative, integrative and a complex process comprising of a series of activities and decisions that turn plans into reality to achieve organizational objectives (Jalali, 2012).

Research in strategic management highlights different problems associated with strategy implementation and offers different solutions to the problems. Beer and Eisenstat (2000) identify six silent killers of strategy implementation as being top down management style, unclear strategic direction and poor skill development. While agreeing with these authors on the critical role of communication, Carlopio and Michael (2012) argued that communication is only effective if it comes from a credible and trustworthy source. Atkinson (2006) poised that problems of strategy implementation emanate from underestimation of needed time, effects of uncontrollable factors, destructions from competing activities, insufficient employee capabilities, lack of leadership and inadequate monitoring system. Conversely, lack of fit between strategy, structure, management style, and systems all pose undesirable effects on strategy implementation (Sterling, 2003).

Kazmi (2008) indicated that the apathy in strategy implementation research could be ascribed to the likelihood of strategy implementation failure, complexity of the process and the practical difficulties encountered in researching about middle level managers. In view of these challenges, different frameworks of strategy implementation have been proposed. These include McKinsey 7s framework developed in the 1980s and the balance score card framework developed by Kaplan and Norton in 1992. Kaplan and Norton
(2008) observed that successful strategy implementation has two basic rules; understanding the management cycle and the link between operations and strategy.

A formulated strategy can only benefit the company if it is successfully implemented which is done by creating awareness of the vision and mission of the organization. This understanding enables employees to clearly understand who, when and how the strategy is implemented because it demands full participation of all employees to be successful (Zaidi, Zawawi, Nordin, & Ahnuar, 2018). Factors that support successful strategy implementation include availability of adequate number of the right people in the organization to implement the strategy, availability of adequate resources both financial and non-financial, a well-defined chain of command, systems that facilitate strategy implementation and an organization culture that supports the organizations vision (Zaidi et al., 2018b).

According to Meyer, Pascucci, and Murphy (2012) Hospitals are considered to be complex organizations due to the quantitative nature of activities undertaken, use of multiple technologies, shared power and plurality of professionals carrying out various activities. Hospitals are characterized by a political environment which usually is fueled by competition for power between the administration and medical professionals. This makes strategy implementation difficult and very challenging. Irrespective of whether the strategy is in a hospital organization or not, strategy implementation requires a proactive approach as well as a buy-in by the employees for it to be successful (Alharthy, Rashid, Pagliari, & Khan, 2017). They also believe that a successful strategy should undergo five steps. These include aligning of initiatives such that new priorities must be reviewed based on its relevance to the new strategy. Aligning the budget and performance to the strategy will ensure that monies required for the implementation is made available.

2.2.2 Organizational Leadership

Strategic leadership is a prime mover of strategy implementation. Leadership can be defined as an art by which a member of a group persuades, inspires, and influences attitudes, behaviors and actions of others. Organizational performance is related to the effects of leaders at different hierarchical levels. Studies have focused on the
effectiveness of a single person such as a Chief executive officer or a general manager which should not be so as leaders at different organizational levels are important too (Abok, 2013). The failure or success of an organization is determined by how well the leadership is able to manage its strategy. The strategic management process allows an organization to formulate strategies that are then implemented so as to achieve organizational goals and objectives. Many organizations formulate excellent strategies but have major challenges during implementation as this is where the tactics in the strategic plan are transformed into actions (Meyer et al., 2012).

Fielder’s Contingency Theory of Leadership effectiveness argues that leader effectiveness is dependent on the interaction of the leader’s style and characteristics of the situation defined as leader – member relations, task – structure and leader position power (Peretomode, 2012). Ensuring the necessary leadership behaviors, strategies and qualities are developed, is fundamental to the success of an organization. Strategic leadership is the managerial ability to anticipate, envision, maintain flexibility, and empower others to create strategic change as necessary (Leibbrandt & Botha, 2014). In the healthcare setting strategic leadership plays a key role in ensuring that the organization does not suffer law suits. It transforms the organization into a successful one if properly executed and ensures employees are motivated, and inspired (Jabbar & Mohammed, 2017).

The type of leadership in an organization determines the level of performance. Poor leadership, therefore, signifies poor performance while good leadership reflects the success of the organization (Leibbrandt & Botha, 2014). These authors also noted that leadership style is defined as a manner in which leaders provide directions, plans implementation, and motivate different people. There are several leadership styles adopted by organizations. These include transformational, transactional, autocratic, democratic, charismatic and servant leadership among others. It has been argued that different leadership styles are best suited for different business settings and the choice of such leadership style depends on the organizational culture and organizational goals. The leader achieves success by setting goals and incentives that push employees to a higher level of performance providing an opportunity for individual and professional growth which enables them to reach their full potential. The ability of a leader to maintain
normal operations’ flow, while ensuring high productivity, better contributions from group members and increased group morale fosters employee growth and development results in higher performance levels and job satisfaction (Richardson, 2014). Coordination of activities, streamlining of processes, aligning the organizational structure, and keeping employees motivated and committed to strategy implementation are key responsibilities of the leadership (Rajasekar, 2014). Rishipal (2014) notes that the structure of organizations can be described as tall or flat, which refers to the levels of management in the organization’s hierarchy and the corresponding distance between front-line or entry-level employees and top management. The difference between tall and flat organizational structures constitutes the layers of management.

In Flat organizational structure, there may be just one top manager probably the chief executive, overseeing a handful of other employees, all with equal levels of authority. In a tall organizational structure, by contrast, there are multiple layers of authority between the chief executive and low-level employees. The higher the structure, the harder communication becomes and the longer decision making becomes. Unclear organizational structure makes employees confused and frustrated, and impedes successful strategy implementation (Leibbrandt & Botha, 2014).

2.2.3 Leadership and Strategic Plan Implementation

The two widely studied areas in academic literature are leadership and strategic management. There is little information regarding their relationship and their ability to influence business entities. Strategic leadership is focused on coping with change in two ways; guiding the organization to deal with change and the second is by providing the management skill to cope with the consequences of constant change (Pearce & Robinson, 2011). The perception of strategic plan implementation is associated with good firm performance with organizational leadership playing a role in influencing the attainment of anticipated results. Leadership permeates society, but from a business perspective it is the identification, development, and use of organizational leadership which is critical to organizational performance. It is generally accepted that leadership is a key determinant of organizational performance: leaders make a difference (Redmond, 2010). Stroman (2014) agrees that leadership is a crucial implementation factor that can impact the effective implementation of the strategic plan. This study indicated that strategic
planning is likely to succeed if the chief executive officer initiates the strategic planning process and provides his/her general endorsement. Leadership is a key factor for effective implementation, especially the capacity to coordinate and inspire others towards a common end. One leadership strategy for effective implementation is encouraging and rewarding innovation and risk taking (Stroman, 2014). Cater and Pucko (2010) demonstrated that the biggest obstacle to strategy implementation and execution is poor leadership. Their results showed that adapting the organizational structure to serve the execution of strategy has a positive influence on performance.

Rajasekar (2014) argues that the need for effective leadership outweighs any other factor and so, the chief executive officer (CEO) and top management must emphasize the various interfaces within the organization. Ensuring employees’ buy-in and directing their capabilities and business understanding toward the new strategy remains a key challenge in successful strategy implementation. Beer and Eisenstat (2000) addressed this issue from a different perspective; they suggested that in the absence of effective leadership, conflicting priorities will result in poor coordination because employees will suspect that top management prefers to avoid potentially threatening and embarrassing circumstances. They also emphasized that coordination of activities, streamlining of processes, aligning the organizational structure, and keeping employees motivated and committed to strategy implementation are key responsibilities of the leadership.

When implementing new strategies, changing an organizational structure for better communication, coordination, and cooperation among all levels of management and the different units can greatly influence implementation (Stroman, 2014). Olaka, Lewa, and Kiriri (2017) established as predicted by (Hitt, Ireland, & Hoskisson, 2013) that determining the organization’s strategic direction is not only perceived to be the most important strategic leadership role in South African organizations but that it is also the strategic leadership action that is perceived to play the most important role in the effective implementation of strategy. Olaka et al. (2017) also found that the CEO’s personality strongly correlates with Strategy Implementation. This confirmed that the CEO’s personality determines both initiation of strategic change and the performance effects of strategic change implementation and concluded that personality of the CEO shapes how
they communicate with, reward, motivate and mobilize employees; which determines the success or failure of strategic plan implementation.

Pearce and Robinson (2001) indicate that leaders must lead by embracing change, clarifying the strategic direction, building the organization culture to fit the challenges and opportunities offered by change; and they must provide the management skill to cope with the implications of constant change. When organizations exhibit a positive balance between implementation of strategy and leadership employees perform better because there is enhanced communication and an increased sense of ownership as well as commitment towards achievement of organizational goals (Abok, 2013).

2.3 Effects of Resource Allocation in Strategic Plan Implementation

2.3.1 Resource Allocation

Resource allocation has been said to be a major management activity that facilitates strategy execution. It involves decision making on how scarce resources should be used to achieve organizational goals. Strategy scholars such as Chandler defined business strategy to include not only the determination of goals and objectives but also the “allocation of resources necessary for carrying out these goals”, while Ansoff emphasized resource allocation as an essential element of a strategic plan and the need for a “resource budget”. Hofer and Schendel on the other hand argued that the key reason why firms need to formulate strategies is to “assist in the allocation of discretionary strategic resources”. Resource allocation is of vital importance for strategy implementation as missing resources hinder strategy implementation (Maritan & Lee, 2017). The studies and practice show that availability of resource affects the strategic process, organization performance and survival. These three aspects are made achievable by availability of resources which influences the organizational performance (Bryson, 1988). Mohammed and Maria (2014) found that the role of strategic planning in creating the organization performance is affected by organization resources and capabilities and hence better organizational performance and survival of the telecommunication companies is mostly dependent on the organization resources.

These authors and other researchers such as Al-Shammari and Hussein (2007) discovered that relationship between strategic process planning and firm performance is influenced
by the organization capabilities. According to Feldberg (2014) the most critical resources are financial and human resources. Financial resources enable strategic change and also “affect the allocation of human resources”. Human resources like managers need to be allocated according to their skills and the firms’ need for these skills. Grünig and Kühn (2015) further classified the resources as financial, physical resources, human resources, organizational and technological capabilities. They similarly found that the role of strategic planning in creating the organization performance is affected by organization’s resources and capabilities, hence better organizational performance and survival of companies is mostly dependent on the organization resources. These resources range from tangible such as equipment to intangible such as brand name. The Resource Base View model suggests that the resources possessed by a firm are the primary determinants of its performance and these may contribute to a sustainable competitive advantage of the firm (Thompson et al., 2013). Firms need resources to be able to achieve their strategic objectives. Poor resource allocation has been identified as one of the main reasons behind unsuccessful strategy execution in Britain (Mango, 2014).

2.3.2 Types of Resources

For successful strategy implementation, the management needs to marshal resources behind the process of strategy execution. Capital allocation must be well distributed and thought of to promote strategy implementation (Lemarleni & Gakobo, 2017). According to Pearce and Robinson (2007), the organization is seen in terms of resources and capabilities which can be configured or reconfigured to provide it with the competitive advantage. Financial resources are described as the principles of the construction blocks of strategy which recognize both what an organization wants to do as well as what it can do. Intellectuals have affirmed that there should be a connection between an organizations strategy and its resources (Ismail, Rose, Uli, & Abdullah, 2012). Mathore (2016) recognized financial resources as among the five main operative factors on policy implementation. It was noted that if resources are not allocated then there is a high likelihood of the organization performing poorly.

Implementation funding and its management is a key determinant of the success of strategy implementation. The three main problems faced by organizations include
managing the funds, funding strategic development and monetary expectations of stakeholders. Financial resources are described as the principles of the construction blocks of strategy which recognize both what an organization wants to do as well as what it can do. Financial resources can be a constraint on implementation of strategic plans and so management often finds it necessary to prioritize its strategies to make a judgment about which ones are most critical to implement given the scarce financial resources. Lemarleni and Gakobo (2017) asserts that In times of declining resources, it is even more critical that budget development and strategic planning be tightly connected to ensure funding shortfalls do not hinder implementation of strategy.

This ideology is confirmed by Ismail et al. (2012) who state that there should be a connection between an organizations strategy and its resources because implementation funding and its management are fundamental in determining the success of strategy implementation. Human resource is one of the resources in an organization because of their invaluable skills and knowledge. The term “human resource” suggests that the employee is part of the stock of the company which can be developed and drawn on for successful strategic change management implementation. Managers seek to capture competencies and capabilities of different employees and utilize them maximally. Human resource need to be fully utilized to provide better returns to the organizations (Burnes, 2014). Understanding an organization’s human resources’ potential and optimizing the output of such resources, provides the impetus for human resource to be the key source that coordinates other sources for effective strategy implementation for the organization (Eneh & Awara, 2016).

The human resource is a living and active input that operates the other factors of production. People create organizations and make them survive and prosper hence their special management cannot be neglected as other components of the organization are likely to suffer. Without people, organizations cannot function, yet the organizational leadership must ensure that human resource is adequate at all times. According to a report by Royal college of Nursing (2017) hiring the right number of qualified, competent and experienced nurses leads to improved patient outcomes, reduced mortality rates and
increased productivity. Rajasekar, (2014) noted that the majority of large organizations have problems with strategy implementation because of poor recruitment processes.

The literature supports the view that human resource is a crucial component for an efficient strategy implementation and hence the organizational management must be strategic in ensuring that recruitment of skilled human resource is maintained. According to Nabwire (2014) maintaining professional human resource benefits the organization as procrastination of strategic decisions does not occur. On the contrary when employees are comfortable, implementation of organizational goals becomes easy and faster. The importance of human resources thus has the central position in the strategy of the organization, away from the traditional model of capital and land.

The availability and use of information systems and technologies has grown almost to the point of being like a commodity. By 1991, U.S. companies spent up to $80 billion on information technology than any other form of investment. Information systems include many different varieties of software platforms and databases. These encompass enterprise-wide systems designed to manage all major functions of the organization provided by companies to more general-purpose database products targeted towards specific uses such as the products offered by Microsoft, and many others.

According to Dewett and Jones (2001) Information technologies encompass a broad array of communication media and devices which link information systems and people including voice mail, e-mail, voice conferencing, video conferencing, the internet, groupware and corporate intranets, car phones, fax machines, personal digital assistants, and so on. Technology also refers to knowledge, products, processes, instruments, procedures, and systems used by organizations, as platforms for value creation and delivery, in form of goods and services (Kihara, Bwisa, & Kihoro, 2016)

An organization's technological capability enables them to implement technology strategies that best fit their goals. The experience gained from implementing technology strategy feeds back into the technological capabilities which then enable firms to improve and build their core competencies that help them maintain their competitive advantage
The authors also noted that the environment in the 21st Century is dynamic and requires development of technological capabilities to cope with its ever-changing demands. Information technology is a key business function if well aligned with organizational goals leads to competitive advantage.

Employees in organizations apply technology on a daily basis to carry out their duties and responsibilities. Since it is embedded in almost all organizations activities and practices from production to marketing of goods and services, from the structure, culture, systems, organization to leadership, then technology becomes an important factor that determines the success and competitiveness of a firm. A study by Chung, Hsu, Tsai, Huang, & Tsai, (2012) underscored the importance of information technology in implementing Customer Relationship Management (CRM) strategy and concluded that there is a positive relationship between information technology and implementation of CRM strategy. When there is proper alignment of technology and business strategy the end result is competitive advantage.

2.3.3 Resource Allocation and Strategic Plan Implementation

The resource-based view asserts that organizations with valuable and inimitable resources will attain competitive advantage and organizational performance. It views the firm as a bundle of resources and emphasizes that competing firms possess heterogeneous resource bases. It also explains the importance of developing resources and capabilities which are valuable, rare, inimitable and non-substitutable. The attainment of such advantages will enable the firm to improve its short-term and long-term performance as well as improve on efficiency of the processes (Erdil, Kitapci & Timurlenk, 2010).

Njeri (2016) noted that employees require being at a particular work station for a period of time long enough for implementation to take place and to acquire the correct knowledge, skills and abilities necessary are essential for effective strategic planning. Job security, motivation and empowerment are prerequisites to retaining employees fit enough to participate fully in implementation of strategic plans. Erdil et al.( 2010) agrees with this and asserts that development of human capital consistently enables superior performance and that organizations that attract highly educated and/or highly skilled workers, provide skill-development and cross-training
develop difficult to trade and imitate, scarce and appropriable specialized human capital assets. Chung et al. (2012) in their study noted that higher information technology involvement in an organization significantly and positively influenced the implementation level of customer relationship management strategy. The study highly recommended the inclusion of information technology to enhance strategy implementation. Rezai, Zare, Akbarzadeh and Zare (2014) agree with this conclusion stating that the application of technology motivates people and results in improved productivity. They concluded that the use of technology will enhance individuals’ creativity and innovation, and as a result improving productivity. A study conducted in Yemen concluded that staff in non-governmental organizations showed high employee productivity because of the inclusion of technology in the strategy implementation process (Yang & Koo, 2014).

Keter (2015) concluded that the strategy implementation in Kenya is faced by a number of internal organization challenges which include organization structure, administrative systems as well as the organization leadership which is an indication that all the organization factors affect the strategy implementation process. The findings further concluded that the findings agreed with researchers on the fact good performance of an organization is achieved by getting a fit between the strategy and structure because the structure provides the necessary systems and processes essential for successful strategy implementation. It was finally concluded that the administrative system of an organization is a crucial component that is important in strategy implementation. If an organization does not put into place and effective administrative system it poses a challenge to the process of strategy execution.

Okumus (2003) stated that in strategy implementation the main areas to look into when allocating resources are the procedures of securing and allocating financial resources for the new strategy and the time span in which the strategy needs to be completed. He further identifies that there should be a process of ensuring that all necessary resources including time, financial resources in place and operational and that a lack of funds is a major contributor to failure in strategy implementation.
2.4 Influence of Employee Capabilities on Strategic Plan Implementation

2.4.1 Employee Capability

Enhancing the capabilities of employees is probably the most inevitable change expected in the era of globalization and liberalization. People capability enhancement induces better knowledge, skill and aptitude and it develops better business opportunities during global change (Ahenkora & Adjei, 2012). Kumar, Chengappa, and Panya (2013) states that to accelerate with new technology, new manufacturing and development process, new ways of meeting the needs of customers, of course, are in need of better capacities and capabilities of people at work. Studies have shown that developing talent in employees gives them an opportunity to grow up to a level of competency in the area of functional skill gaps identified. Through the structured development program, the employee would be able to improve their skill and competency standard meeting the needs and organizational expectation(Kumar et al., 2013).

In his book, “The Practice of Management” Peter Drucker a known strategy guru addressed the importance of independence an employee has in making decisions and innovativeness in organizational settings. He defined innovativeness as openness to new idea about job outcomes and performance of a firm’s culture (Ul Hassan, Malik, Hasnain, Faiz, & Abbas, 2013). In their study Ul Hassan et al. (2013) concluded that employee creativity depends on job complexity and relationship with supervisor and that jobs should address variety, identity, significance, autonomy and feedback that turns into employee creativity in organization settings.

When employees are allowed to be creative organizational performance is said to improve which is widely recognized as being critical to the growth and competitiveness of organizations (Baer, 2012). Hassan, Qureshi, Sharif, and Mukhtar (2013) concluded that performance is maximized when an organization develops a creative strategy and achieves effective implementation.

2.4.2 Developing Capability

Developing talent in an organization entails utilization of development tools which has been introduced as a basis to provide a platform for the employee to grow within the
targeted skill set as competency. Through the structured development program, the employee would be able to improve their skill and competency standard meeting the needs and organizational expectation (Kumar et al., 2013). An opportunity to recognize hard working employees is a key in ensuring that they stay motivated and committed to their work. The attraction and retention of talented, engaged and committed employees results in improved performance (Mohest, Karanja, Charles, & Wilter, 2012). Developing a strong innovation culture leads to successful organizations over the long term. This is a product of consistent motivation and rewarding of employees.

Employee involvement is important in every organization as they are directly involved in the implementation of strategies. Wairimu and Theuri (2014) define participation as a process that allows employees to exercise some control over their work and the conditions under which they work. It encourages employees to participate in the process of making decisions, which have a direct impact on work environment. He further states that substantial employee participation in management is vital for cross-functional integration and efficient working. Employee participation is therefore a method where, a large number of subordinates share a degree of decision-making power with their superiors.

The purposes of employee participation have been defined as expression of collective organization to provide a meaningful source of power to management; contribution to management decision making - to seek improvements in work organization, quality and productivity; and demonstration of mutuality and cooperative relations - to achieve long term viability for the organization and its employees (Wairimu & Theuri, 2014). Participation is about employees playing a greater role in the decision-making process. It is an arrangement that ensures employees are given the opportunity to influence management decisions and to contribute to the improvement of organizational performance (Armstrong & Taylor, 2014).

Wairimu and Theuri (2014) also found that if middle management do not think the strategy is the right one, or do not feel that they have the requisite skills to implement it, then they are likely to sabotage its implementation. They also found that the degree of
participation by non-managerial employees in decision making varies from one organization to another; and that it is related to performance, satisfaction, and productivity of an employee.

2.4.3 Employee Core Competencies and Its Influence on Strategy Implementation

Proactive strengthening of core competencies and competitive capabilities to better perform is critical in an organization that desires to execute its strategy. Employee competencies include skills, abilities, knowledge and personality characteristics that serve as the establishment for workforce behaviors. Capability makes significant contribution to the fulfillment of organizational goals and it is valuable to the extent that it allows the firm to reduce costs and at the same time increase revenue (Fitzroy, Hulbert, & Ghobadian, 2012).

Adequately trained employees are critical for top management to ensure successful strategy implementation because this will enable constant renewing of strategies and increased ability to handle change. This can be learned by training and educating employees which improves employee skills, knowledge, and self-confidence making them perform better (Kolfoort, 2015). Successful firms develop new capabilities in a combination of incremental and revolutionary steps. They invest in their employees to ensure that as the firm grows the employees also grow. This increases motivation towards the organizational goals and thus successful strategy execution (Fitzroy et al., 2012).

According to (Mafini, 2016) human resource capabilities perform an important role in the functions of every department. Firms that perform well are characterized by effective human resource practices that include selective hiring of talent, extensive training, decentralized decision making and reduced status distinction. Mathore (2016) found that Diamond Trust Bank was able to overcome some of the challenges they faced while implementing their strategies by undertaking intensive and extensive training of its employees to equip them with the right skills and knowledge that ensured increased ability to handle the task assigned to them and to give the desired results. He also noted that the more competent the human resource is the easier it is to implement strategy that
leads to an improvement in organizational performance, which motivates them to be confident in their work.

### 2.4.4 Staff Awareness in Strategic Planning

According to Thompson & Martin (2005) defines strategic awareness as the understanding of managers within the organization about the strategies being followed by the organization and its competitors, how the effectiveness of these strategies might be improved and the need for suitability of opportunities for change. They further advises that managers must know the opportunities and threats facing them the organization must be able to synthesize all changes into a meaningful pattern and spread learning and best practice. Mintzberg (1989) argues that organizations should have structures and managed to ensure formulators of strategy have information and that the implementers of strategies and changes have the appropriate degree of power to ensure that the desired changes are brought about. Managers and staff in an organization must believe strategic planning is worth doing and must want to do it as well as they can. The managers and employees of organization have interests that must be appraised and addressed in the planning process.

Simerson (2011) states that one of the most important benefits of any strategic planning effort is that it allows your organization to bring its “collective intelligence” together to apply to external forces, internal factors and state of current and emerging challenges and opportunities likely to impede or support the organizations attaining its vision and accomplishing its mission. Therefore, the employees involved in the process must be aware of their environment, the strategies, vision and mission for the success of the strategic plans.

Strategic decisions are formulated by senior-level managers of firm and then administratively imposed on lower-level management and non-management employees with little consideration of the resulting functional level perceptions. If lower-level management and non-management personnel are not aware of the same information, or if information must pass through several layers in the organization, consensus regarding that information may never come about. Thus, the lack of shared knowledge with lower-level management and non-management employees creates a barrier to successful strategy implementation (Thompson & Martin 2005).
2.4.5 Staff Roles and Obligations

Steiner (1979) asserts that Strategic planning is a backbone support to strategic management. He further states that everyone recognizes that strategic and operational management are tightly linked. Strategic management provides guidance, direction and bound for operational management. He indicates that strategic planning is central to helping managers discharge their strategic management responsibilities. Strategic planning is a function and responsibility of all managers at all levels in an organization. It is obvious however that the planning responsibility of managers will vary significantly among types of organization and different organization levels (Steiner, 1979). Top management should expect middle-level managers to question strategic decisions. Middle managers expect top management direction, but frequently feel that they are in a better position to start and evaluate alternative courses of action.

According to Kim (2002) leaders, managers and planners need to engage in strategic planning carefully because the success will depend at least in part on how they tailor the process to their situations. In environmental scanning, both employees and board members should consider supplementing their informal effort with a somewhat formal external assessment. Strategic planning done by policy makers or line managers is most likely to be implemented. Insiders typically are the chief implementers of strategies so their ownership in the process and resultant decisions may be what is most crucial. However, the responsibility for preparing a strategic plan can be delegated to a planner assigned to work with an organization’s strategic planning team or the organization chief executive may choose to draft the plan. The support and commitment of key decision makers are vital if strategic planning in an organization is to succeed. According to Bryson (2018), the involvement of key decision makers outside the organization is usually crucial to the success of public and nonprofit programs when implementation will involve multiple partners and organizations.

2.5 Chapter Summary

Chapter two has reviewed in detail the relevant literature on factors that influence strategy implementation. The chapter has analyzed the research questions under study which are: effect of leadership on strategy implementation, effect of resource allocation in strategy
implementation and employee capabilities and its effect on strategy implementation. The next chapter will dwell on the research methodology that will be used in the study.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

The chapter presents the methodology that was used to carry out the study. This includes the research design, target population, data collection tools and techniques used, data analysis method and presentation. This research methodology aimed at enabling the researcher to obtain the data, process and interpret it.

3.2 Research Design

Research design is the procedure of conditions for collection and analysis of data in a manner that aims to combine relevance with the research purpose. Research is conducted within the conceptual structures. It constitutes the blueprint for collection, measurement and analysis of data (Saunders, Lewis, & Thornhill, 2016). It is used to structure the research, as well as to show how each of the major parts of the research project, the samples or groups, and the research tools and analysis all work together in order to address the research questions. This study adopted a descriptive survey design. Cox & Hassard (2010) defines descriptive survey as a research that enables a researcher to collect data without manipulating or changing the study subject or environment. It also enables the researcher to describe the study findings using statistical methods such as mean, frequencies, and regression among others, justifying the researcher’s decision to adopt the study design.

3.3 Population and Sampling Design

3.3.1 Population

Saunders et.al (2016) defines a population as the totality of items or objects under consideration by the researcher to make inferences and draw conclusions. A sample is a subset or some part of the population. The population for this study was 369 employees at Kenyatta Prime Care Centre; however, the study focused on 192 employees who are the sample size. The study population is distributed as detailed in Table 3.1.
Table 3.1: Target Population of Kenyatta Prime Care Centre

<table>
<thead>
<tr>
<th>Target</th>
<th>Kenyatta Prime Care Centre Heads of Department, Middle level managers and Lower carder</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
</tr>
<tr>
<td>Heads of Department</td>
<td>20</td>
</tr>
<tr>
<td>Middle Level Managers</td>
<td>120</td>
</tr>
<tr>
<td>Lower Carder (General)</td>
<td>229</td>
</tr>
<tr>
<td>Total</td>
<td>369</td>
</tr>
</tbody>
</table>

(Source: KPCC Human Resource Department, 2018)

3.3.2 Sampling Design

Cox and Hassard (2010) defines sampling design as a roadmap that guides how sampling for a study will be conducted. In this study, sample design included sample frame and sample size.

3.3.2.1 Sampling Frame

A sampling frame is the list of elements from which a sample is selected. Properly drawn samples provide information appropriate for describing the population of elements composing the sampling frame and nothing more (Cooper & Schindler, 2014). The population of the study comprised of Heads of departments, Middle level managers and general level employees at Kenyatta Prime Care Centre.

3.3.2.2 Sampling Technique

The quality of any research was influenced by the suitability of the sampling strategy that was adopted. A sample is a final part of a statistical population whose properties are studied to gain information about the whole. The study employed stratified and simple random sampling techniques. Stratified sampling is defined as a technique where a study population is placed in various groups based on similar characteristics of the members of the group known as ‘strata’ (Saunders et.al, 2016) which was suitable for this study because the employee population is homogenous.
Simple random sampling is defined as a sampling done randomly within a study population so as to give every member equal opportunity of being sampled (Cooper & Schindler, 2008). Heads of department, middle level managers and other general employees were placed in different strata and subjected to simple random sampling on each stratum to ensure each member within a strata has an equal chance of being sampled.

3.3.2.3 Sample Size

Sample size is the actual number of subjects or a subset of the population chosen as a representative sample of the target population in a given study. It is a basic unit within a population that can be used to represent the whole population. The sample size was determined by a three based criterion, this being level of precision, the level of confidence, and finally the degree of variability in the attributes being measured (Cooper & Schindler, 2014). This study utilized the Yamane 1967 method to calculate and determine the sample size follows:

Yamane formula is given by:

\[
n = \frac{N}{1 + N(0.05^2)}
\]

Where:
- \( n \) = Sample size required
- \( N \) = Population size
- \( l \) = Constant
- \( e^2 \) = Estimated standard error equal to 5% for 95% confidence level

Total Population is 369 at 95% confidence interval (\( e = 0.05 \)) as follows:

\[
n = \frac{369}{1 + 369 (0.05 \times 0.05)} = 191.9 = \text{which is approximately 192}
\]

The sample size for this project will be 192

Sample size is distributed as follows:
- Heads of department: \( \frac{20}{369} \times 192 = 11 \)
- Middle level managers: \( \frac{120}{369} \times 192 = 62 \)
- General: \( \frac{229}{369} \times 192 = 119 \)
Total sample size for all categories is as shown in Table 3.2 below.

### Table 3.2: Sample Size Distribution

<table>
<thead>
<tr>
<th>Departments</th>
<th>Target Population</th>
<th>Sample Size</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heads of Departments</td>
<td>20</td>
<td>11</td>
<td>5.7</td>
</tr>
<tr>
<td>Middle Level Managers</td>
<td>120</td>
<td>62</td>
<td>32.3</td>
</tr>
<tr>
<td>Lower Carder (General)</td>
<td>229</td>
<td>77</td>
<td>40</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>369</strong></td>
<td><strong>192</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

### 3.4 Data Collection Methods

Data collection is a systematic gathering of data using specified scientific process (Cooper & Schindler, 2014). This study used a structured questionnaire to collect primary data which is defined as a research tool containing structured questions upon which data or information is collected (Saunders et al, 2016). The study questionnaire was divided into five sections. Section I demographic questions; Section II Leadership and Strategic plan Implementation; Section III Resource allocation and its effect on strategic plan implementation; Section IV Employee capability and its effect on strategic plan implementation. Lastly, Section V which was the dependent variable strategic plan implementation. A Likert Scale of five levels (Strongly disagree, disagree, neutral, agree and strongly agree) was be adopted.

### 3.5 Research Procedures

The research process started with seeking permission from the Chief Executive Office of Kenyatta National Hospital and Director of Kenyatta Prime Care Centre. Thereafter the questionnaire was tested using ten (10) questionnaires to ensure validity and reliability of the research tool. Feedback from the testing was utilized to adjust the questionnaire. The research assistants used two methods to administer the questionnaire; drop and pick questionnaires after two days or wait for respondents to fill the questionnaire immediately.
3.6 Data Analysis Methods
Data analysis is the process through which a researcher summarizes raw data in a way that makes sense (Cox & Hassard, 2010). The statistical Package for Social Sciences (SPSS) version 24 was used to analyze data for descriptive and inferential statistics. Descriptive data was analyzed for percentages and frequencies, while inferential statistics were analyzed for correlations and regressions where correlation analysis was used to identify the relationship existing between the study variables. Data was presented using tables and figures.

3.7 Chapter Summary
This chapter identified and described methods, procedures used to carry out the study. The study targeted a population of 369 and a sample size of 192 respondents with data being collected using questionnaires. The study focused on research design, population and sampling design, data collection methods, research procedures and data analysis methods. Chapter four presented the results and findings of the study.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the study findings and results. The chapter is organized into subsections namely the background information, descriptive analysis, and inferential analysis based on the research questions. The findings were presented in the form of figures and tables alongside the interpretations of the researcher.

4.1.1 Response Rate

![Response Rate Pie Chart]

**Figure 4.1: Response Rate**

The total number of respondents who participate in a study is commonly known as the response rate. It is normally expressed as a ratio. From the Figure 4.1 above, the study had a population size of 369 staff. Out of 192 questionnaires issued to the respondents, 150 were filled representing 78% response rate while 22% of the respondents did not take part in the study. This is representative enough of the total population since it is above the standard average of 30%.
4.2 Background Information

4.2.1 Gender of Respondents

![Gender of Respondents](image)

**Figure 4.2: Gender of Respondents**

According to Figure 4.2 above, 56% of employees at Kenyatta National Hospital were female while 44% were male. This illustrates that majority of the employees at the hospital were female.

4.2.2 Age Group of Respondents

![Age Group of Respondents](image)

**Figure 4.3: Age Group of Respondents**

Table 4.3 above represents the various age sets of respondents working at Kenyatta National Hospital. The age sets were categorized into five levels namely; 18 to 25 years,
26 to 34 years, and 35 to 45 years, 46 to 55 years and above 56 years. The study revealed that; 2 percent of the respondents were between 18 to 25 years of age, 17 percent were between 26 to 34 years of age, 34 percent of respondents were between 35 to 45 years of age, 38 percent of respondents were between 46 to 55 years of age and 9 percent of respondents were above 56 years of age. This implies that most of the employees at Kenyatta National hospital were between 46 to 55 years of age. This means that majority of the employees at the hospital were near retirement age hence posing a challenge to the hospital to manage succession planning.

4.2.3. Marital Status of the Respondents

Figure 4.4: Marital Status of the Respondents

Figure 4.4 above represents the respondents’ marital status. From the Figure, 10.4 percent of employees were single, 70.8 percent of the employees were married, 9.9 percent of the employees were divorced, and 3.6 percent were separated while 5.2% were widowed. Thus, most of them were married.

4.2.4 Education Level
Figure 4.5: Education Levels of the Respondents

Figure 4.5 above represents the respondents’ level of education in the hospital. From the Figure, 3 percent of employees were high school leavers, 32 percent of the employees were college graduates, 51 percent of the employees were university graduates, and 10 percent were master’s degree holders while 4% held other academic qualifications.

Figure 4.6: Employment Level of Respondents

Figure 4.6 above represents the respondents’ employment level at Kenyatta National Hospital. From the Figure, 5.7 percent of the employees were departmental heads, 34.4% percent of the employees were mid-level managers and 59.9 percent of the staff was general employees.
Figure 4.7: Work Experience of Respondents

Figure 4.7 above represents the work experience of respondents at Kenyatta Prime Care Centre. From the Figure, 3.6 percent of the employees at the facility had less than 1-year work experience, 3.6 percent had a work experience of between 1 and 3 years, 8.9 percent work force had experience ranging between 3 and 5 years. In addition, 20.3 percent of employees had 5-10-year work experience whereas, most of the employees, 63.5 percent of the workforce at the facility had work experience of over 10 years. This means that the majority of the hospital’s staff had enough experience at work. Thus, the hospital needs not invest much in employee training and development but invest in other pressing issues aimed at motivating and retaining employees.

4.3 Leadership Influence and Strategic Plan Implementation

The first objective of the study was to establish the effect of leadership on strategic plan implementation at Kenyatta Prime Care Centre. The study sought information from leaders, management, organizational structure and leadership style.
4.3.1 Descriptive Statistics of Leadership Influence on Strategic Plan Implementation

The Statistical Package for Social Sciences (SPSS) was used to test for the descriptive statistics of the impact of leadership on strategic plan implementation. Leadership elements were provided in terms of the mean, standard deviation and coefficient of variation (C.V). The total number of respondents analyzed using each measure was 150. This was based on the total number of questionnaires filled by the respondents out of a sample of 192 questionnaires issued.

The mean for leadership influence ranged from 2.81 to 4.00. The findings from the study illustrate that Kenyatta Prime Care Centre leadership style influences the implementation of its strategic plan. Even though the study showed that respondents agreed that most of the parameters of leadership influences strategic plan implementation, they disagreed on the parameter that leadership at the Centre has involved lower cadre employees in the strategy formulation and implementation of its strategy hence the lowest mean of 2.81.

Table 4.1: Leadership Influence on Strategic Plan Implementation

<table>
<thead>
<tr>
<th>Parameter</th>
<th>N</th>
<th>Mean</th>
<th>Std. Dev.</th>
<th>CV</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaders at KPCC motivate you to implement the strategic plan</td>
<td>150</td>
<td>3.58</td>
<td>0.88</td>
<td>0.25</td>
</tr>
<tr>
<td>KPCC management takes formal responsibility for its Strategic plan</td>
<td>150</td>
<td>3.78</td>
<td>0.91</td>
<td>0.24</td>
</tr>
<tr>
<td>Leaders do communicate regularly about the strategic plan implementation</td>
<td>150</td>
<td>3.13</td>
<td>0.98</td>
<td>0.31</td>
</tr>
<tr>
<td>Leadership style influences implementation of the KPCC strategic plan</td>
<td>150</td>
<td>4.00</td>
<td>1.01</td>
<td>0.25</td>
</tr>
<tr>
<td>Leadership and direction provided by departmental managers on strategy</td>
<td>150</td>
<td>3.23</td>
<td>0.99</td>
<td>0.31</td>
</tr>
<tr>
<td>strategy implementation is adequate</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There has been a change in organizational structure since the launch</td>
<td>150</td>
<td>3.79</td>
<td>1.08</td>
<td>0.29</td>
</tr>
<tr>
<td>of its current strategic plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership of KPCC has involved lower-level carder employees in the</td>
<td>150</td>
<td>2.81</td>
<td>1.27</td>
<td>0.45</td>
</tr>
<tr>
<td>strategy formulation and implementation of its strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational structure of KPCC supports strategy implementation</td>
<td>150</td>
<td>3.91</td>
<td>0.91</td>
<td>0.23</td>
</tr>
</tbody>
</table>
The standard deviation for the effect of leadership ranged from 0.88 to 1.27. The significant parameter is that leaders at Kenyatta Prime Care Centre motivate the implementation of strategic plan while the least significant parameter is that the leadership of the Centre has involved lower cadre employees in the strategy formulation and implementation of its strategy. It means that leadership involvement of lower-level employees in strategy formulation and implementation is significant to achievement of the Centre’s strategic plan. The study also established that coefficient of variation of the parameters ranged between 0.23 and 0.45 which means the same as the standard deviation.

4.3.2 Correlations Analysis between Strategic plan and Leadership Influence
Correlation analysis is a measure of the strength and direction of association that exists between two continuous variables. From the analysis of correlations in the Table 4.2 correlation coefficient is (r) which is equals to 0.726, indicating a strong relationship, and the p < 0.000 which indicates that the coefficient is significant. Therefore, there is a strong correlation between leadership influence and strategic plan implementations as shown below;

Table 4.2: Correlation Analysis between Strategic plan and Leadership Influence

<table>
<thead>
<tr>
<th></th>
<th>Strategic Plan</th>
<th>Leadership influence</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Plan</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td>.726**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>149</td>
<td>149</td>
</tr>
<tr>
<td><strong>Leadership influence</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.726**</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>149</td>
<td>150</td>
</tr>
</tbody>
</table>

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

4.3.2 Regression Analysis of Leadership Influence and Strategic Plan Implementation
To determine the relationship between leadership influence and strategic plan implementation, regression analysis was carried out between parameters of effects of
leadership as a predictor variable against strategic plan implementation at the Kenyatta Prime Care Centre.

**Table 4.2: Model Summary of Leadership Influence and Strategic Plan Implementation**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.726a</td>
<td>0.527</td>
<td>0.524</td>
<td>4.63297</td>
</tr>
</tbody>
</table>

a Predictors: (Constant), Leadership

Using the R Square, Table 4.3 above revealed that 52.7 percent of the variations in the strategic plan implementation at Kenyatta Prime Care Centre are due to leadership influence. The other 42.8 percent is due to other aspects not captured in this model. Thus, there was a moderate positive relationship between the two variables.

**Table 4.3: Leadership Influence and Strategic Plan Implementation**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>3516.554</td>
<td>1</td>
<td>3516.554</td>
<td>163.832</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>3155.271</td>
<td>148</td>
<td>21.464</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>6671.826</td>
<td>149</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a Dependent Variable: Strategic Plan

b Predictors: (Constant), Leadership

The ANOVA (Analysis of variance) in Table 4.4 above measures the extent with which the regression model was used to predict the outcome variable: the p-value of 0.000<0.05. Both p and F critical values indicate that the model of regression was significant, hence, a good predictor of the dependent variable.

**Table 4.4: Leadership Influence and Strategic Plan Implementation Coefficients**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant) 0.995 2.134</td>
<td>0.466</td>
<td>0.642</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Leadership 0.952 0.074</td>
<td>0.726</td>
<td>12.8</td>
<td>0</td>
</tr>
</tbody>
</table>
The findings presented in Table 4.5 above show that the regression equation was: Strategic Plan = 0.995 + 0.952 Leadership. The influence of leadership was reported at beta or \( r = 0.726 \). This value was greater than the Sig. p value at 0, therefore significantly positive. The Unstandardized Coefficients B column gives the coefficients of the independent variables in the regression equation including all the predictor variables. It is therefore true to say that leadership had a strong positive effect on strategic plan implementation at Kenyatta Prime Care Centre. From the model, one unit increase in leadership results to 12.8 increases in strategic plan implementation at the Centre.

### 4.4 Resource Allocation Influence and Strategic Plan Implementation

The second objective of the study was to establish the effect of resource allocation on strategic plan implementation at Kenyatta Prime Care Centre. The study sought information from resource allocation, information systems, redundant resources and structural design.

#### 4.4.1 Descriptive Statistics of Resource Allocation Influence on Strategic Plan Implementation

SPSS was used to test for the descriptive statistics of the impact of resource allocation on strategic plan implementation. Resource allocation elements were provided in terms of the mean, standard deviation and coefficient of variation (C.V). The total number of respondents analyzed using each measure was 150. This was based on the total number of questionnaires filled and returned by the respondents out of a sample of 192 questionnaires that were issued by the researcher.

The mean for resource allocation influence ranged from 2.67 to 4.18. The findings from the study illustrate that Kenyatta Prime Care Centre resource allocation influences the implementation of its strategic plan. Even though the study showed that respondents agreed with this contention, they disagreed on the parameter that Kenyatta Prime Care Centre has adequate human resource to ensure successful implementation of its strategic plan, hence the lowest mean of 2.67.
The standard deviation for the effect of resource allocation ranged from 0.93 to 1.51. The significant parameter is that Kenyatta Prime Care Centre allocates adequate financial resource for strategy implementation while the least significant parameter is that at Kenyatta Prime Care Centre, there were redundant resources that hinder strategy implementation since this contention had the highest standard deviation at 1.51. The study also established that coefficient of variation of the parameters ranged between 0.24 and 0.44 which means the same as the standard deviation.

<table>
<thead>
<tr>
<th>Resource Allocation Influence on Strategic Plan Implementation</th>
<th>N</th>
<th>Mean</th>
<th>Std Dev</th>
<th>CV</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources allocation affects the implementation of the Kenyatta Prime Care Centre strategic plan implementation</td>
<td>150</td>
<td>4.18</td>
<td>1.01</td>
<td>0.24</td>
</tr>
<tr>
<td>Kenyatta Prime Care Centre allocate adequate financial resource for strategy implementation</td>
<td>150</td>
<td>2.80</td>
<td>0.93</td>
<td>0.33</td>
</tr>
<tr>
<td>Kenyatta Prime Care Centre has adequate human resource to ensure successful implementation of the Kenyatta National Hospital strategic plan?</td>
<td>150</td>
<td>2.67</td>
<td>1.13</td>
<td>0.42</td>
</tr>
<tr>
<td>Kenyatta Prime Care Centre has adequate human and physical resources that enhance the implementation of its strategic plan</td>
<td>150</td>
<td>2.76</td>
<td>1.07</td>
<td>0.39</td>
</tr>
<tr>
<td>Kenyatta Prime Care Centre has adequate information systems to support in the implementation of its strategy?</td>
<td>150</td>
<td>2.85</td>
<td>1.22</td>
<td>0.43</td>
</tr>
<tr>
<td>Kenyatta Prime Care Centre provides resources (managers’ time, money, staff support, etc.) earmarked specifically for executing the strategic plan?</td>
<td>150</td>
<td>2.91</td>
<td>1.21</td>
<td>0.42</td>
</tr>
<tr>
<td>At Kenyatta Prime Care Centre there are redundant resources that hinder strategy implementation</td>
<td>150</td>
<td>3.47</td>
<td>1.51</td>
<td>0.44</td>
</tr>
<tr>
<td>The Kenyatta Prime Care Centre structural design is tailored to meet its goals and objectives</td>
<td>150</td>
<td>3.87</td>
<td>1.04</td>
<td>0.27</td>
</tr>
</tbody>
</table>
4.4.2 Correlation Analysis between Resource Allocation Influence and Strategic Plan

From the analysis of correlations in the Table 4.8 correlation coefficient is \( r \) which is equals to 0.539, indicating a positive strong relationship, and the \( p < 0.000 \) which indicates that the coefficient is significant. Therefore, there is a strong correlation between resource allocation and strategic plan implementations as shown in the Table 4.7 below;

**Table 4.6: Correlation Analysis on Resource Allocation Influence and Strategic Plan**

<table>
<thead>
<tr>
<th>Strategic Plan</th>
<th>Pearson Correlation</th>
<th>1</th>
<th>.539**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>149</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Resource Allocation</th>
<th>Pearson Correlation</th>
<th>.539**</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>149</td>
<td></td>
</tr>
</tbody>
</table>

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

4.4.3 Regression Analysis of Resource Allocation Influence and Strategic Plan Implementation

To determine the effect of resource allocation on strategic plan implementation, regression analysis was carried out between the two variables at the Kenyatta Prime Care Centre.

**Table 4.7: Model Summary of Resource Allocation Influence and Strategic Plan Implementation**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.539a</td>
<td>0.291</td>
<td>0.286</td>
<td>5.67443</td>
</tr>
</tbody>
</table>

a Predictors: (Constant), Resource Allocation

Using the R Square, Table 4.8 above revealed that 29.1 percent of the variations in the strategic plan implementation at Kenyatta Prime Care Centre is because of resource allocation. The remaining 70.9 percent is due to other aspects not captured in the model.
Thus, there was a low positive correlation between resource allocation and strategic plan implementation.

**Table 4.8: Resource Allocation and Strategic Plan Implementation**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>1938.547</td>
<td>1</td>
<td>1938.547</td>
<td>60.205</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>4733.278</td>
<td>148</td>
<td>32.199</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>6671.826</td>
<td>149</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a Dependent Variable: Strategic Plan
b Predictors: (Constant), Resource Allocation

The ANOVA (Analysis of variance) in Table 4.9 above measures the extent with which the regression model was used to predict the outcome variable. The p-value of 0.000 which is less than 0.05 is significant and indicates that the regression model was a good predictor of the dependent variable.

**Table 4.9: Resource Allocation and Strategic Plan Implementation Coefficients**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>11.929</td>
<td>2.108</td>
<td>5.66</td>
</tr>
<tr>
<td></td>
<td>Resource Allocation</td>
<td>0.625</td>
<td>0.08</td>
<td>0.539</td>
</tr>
</tbody>
</table>

a Dependent Variable: Strategic Plan

The findings presented in Table 4.10 above show that the regression equation was: Strategic Plan = 11.929 + 0.625 Resource Allocation. The effect of resource allocation was reported at beta or r =0.539. This value was greater than the Sig. p value at 0, therefore significantly positive. The Unstandardized Coefficients B column gives the coefficients of the independent variables in the regression equation including all the predictor
variables. It is therefore true to say that resource allocation had a positive effect on strategic plan implementation at Kenyatta Prime Care Centre. From the model, one unit increase in resource allocation results to 7.759 increases in strategic plan implementation at the Centre.

4.5 Staff Capabilities Influence and Strategic Plan Implementation

The third objective of the study aimed at determining the effect of staff capabilities on strategic plan implementation at Kenyatta Prime Care Centre. The study sought information from employee training and duties, employee performance and motivation, idea sharing and employee competence.

4.5.1 Descriptive Statistics of Staff Capabilities Influence on Strategic Plan Implementation

SPSS was used to test for the descriptive statistics of the influence of staff capabilities on strategic plan implementation. Staff capability elements were provided in terms of the mean, standard deviation and coefficient of variation (C.V). Based on the number of a sample of 192 questionnaires issued by the researcher, 150 questionnaires were filled by the respondents which translated to 78 percent response rate. This rate was representative enough of the targeted population.

The mean for the impact of staff capabilities ranged between from 2.77 to 3.90. The findings from the study illustrate that Kenyatta Prime Care Centre staff capabilities affects its strategic plan implementation. Even though the study showed that respondents agreed with this contention, especially effect of individual performance on the implementation of the Hospital’s strategic plan with a higher mean of 3.90, they disagreed on the parameter that training on Kenyatta Prime Care Centre strategic plan ensured successful implementation of the Kenyatta National Hospital strategic plan, hence the lowest mean of 2.77.
Table 4.10: Staff Capabilities Influence on Strategic Plan Implementation

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std Dev</th>
<th>CV</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have received training on the KPCC strategic plan</td>
<td>150</td>
<td>2.77</td>
<td>1.13</td>
<td>0.41</td>
</tr>
<tr>
<td>I understand how my duties contribute to KPCC’s objectives</td>
<td>150</td>
<td>3.40</td>
<td>1.08</td>
<td>0.32</td>
</tr>
<tr>
<td>My supervisor motivates me to perform well</td>
<td>150</td>
<td>3.44</td>
<td>1.00</td>
<td>0.29</td>
</tr>
<tr>
<td>My performance objectives are aligned with the KPCC Strategic plan</td>
<td>150</td>
<td>3.84</td>
<td>1.00</td>
<td>0.26</td>
</tr>
<tr>
<td>My performance affects implementation of the strategic plan</td>
<td>150</td>
<td>3.90</td>
<td>1.03</td>
<td>0.26</td>
</tr>
<tr>
<td>Key strategy implementation tasks and activities are clearly assigned</td>
<td>150</td>
<td>3.42</td>
<td>0.92</td>
<td>0.27</td>
</tr>
<tr>
<td>There is openness in idea sharing in KPCC and my contributions are encouraged</td>
<td>150</td>
<td>3.29</td>
<td>1.08</td>
<td>0.33</td>
</tr>
<tr>
<td>KPCC recruits capable employees with the right skill for the positions been filled</td>
<td>150</td>
<td>3.70</td>
<td>0.93</td>
<td>0.25</td>
</tr>
</tbody>
</table>

The standard deviation for the effect of staff capabilities ranged from 0.92 to 1.13. The significant parameter is that the key strategy implementation tasks and activities are clearly assigned at the Kenyatta Prime Care Centre for strategy implementation while the least significant parameter is that training at the Kenyatta Prime Care Centre strategic plan, hence the highest standard deviation at 1.13. The study also established that coefficient of variation of the parameters ranged between 0.25 and 0.41 which means the same as the standard deviation.

4.5.2 Correlation Analysis between Staff Capabilities Influence and Strategic Plan

From the analysis of correlations in the Table 4.8 correlation coefficient is (r) which is equals to 0.866, indicating a positive strong relationship, and the p < 0.000 which indicates that the coefficient is significant. Therefore, there is a strong correlation
between staff capabilities and strategic plan implementations as shown in the Table 4.12 below;

Table 4.11: Correlation Analysis on Staff Capabilities Influence and Strategic Plan

<table>
<thead>
<tr>
<th></th>
<th>Strategic Plan</th>
<th>Staff Capabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pearson Correlation</strong></td>
<td>1</td>
<td>.866**</td>
</tr>
<tr>
<td><strong>Sig. (2-tailed)</strong></td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td><strong>N</strong></td>
<td>149</td>
<td>147</td>
</tr>
</tbody>
</table>

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

4.5.2 Regression Analysis of Staff Capabilities Influence and Strategic Plan Implementation

To determine the effect of staff capabilities on strategic plan implementation, regression analysis was carried out between the two variables at the Kenyatta Prime Care Centre.

Table 4.12: Model Summary of Staff Capabilities Influence and Strategic Plan Implementation

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.866a</td>
<td>0.749</td>
<td>0.748</td>
<td>3.37704</td>
</tr>
</tbody>
</table>

a Predictors: (Constant), Staff Capabilities

Using the R Square, Table 4.13 above revealed that 74.9 percent of the variations in the strategic plan implementation at Kenyatta Prime Care Centre is because of staff capabilities. The remaining 25.1 percent is due to other aspects not captured in the model. Thus, there was a strong positive correlation between staff capabilities and strategic plan implementation.
Table 4.13: Staff Capabilities and Strategic Plan Implementation

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>4946.16</td>
<td>1</td>
<td>4946.16</td>
<td>433.707</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>1653.636</td>
<td>148</td>
<td>11.404</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>6599.796</td>
<td>149</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a Dependent Variable: Strategic Plan

b Predictors: (Constant), Staff Capabilities

The ANOVA (Analysis of variance) in Table 4.14 above measures the extent with which the regression model was used to predict the outcome variable. Since the p-value of 0.000 is less than 0.05, this indicates that the regression model was a good predictor of the dependent variable because p-value was significant.

Table 4.14: Staff Capabilities and Strategic Plan Implementation

<table>
<thead>
<tr>
<th>Coefficients</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>0.219</td>
<td>1.378</td>
<td>-0.159</td>
<td>0.874</td>
</tr>
<tr>
<td>Staff Capabilities</td>
<td>1.011</td>
<td>0.049</td>
<td>0.866</td>
<td>20.826 0</td>
</tr>
</tbody>
</table>

a Dependent Variable: Strategic Plan

The findings presented in Table 4.15 above show that the regression equation was: Strategic Plan = 0.219+1.011 Staff Capabilities. The effect of staff capabilities was reported at beta or r =0.866. This value was greater than the Sig. p value at 0, therefore significantly positive. Using the unstandardized coefficients B column, it is true to say that staff capabilities had a positive effect on strategic plan implementation at Kenyatta Prime Care Centre. From the model, one unit increase in staff capabilities results to 20.826 increases in strategic plan implementation at the Centre.
CHAPTER FIVE
5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
Chapter four analyzed the data collected by the researcher to produce the findings. In this chapter, the results from the previous chapter are considered, and inferences are made from those discussions. Consequently, suggestions were made recommending further research. This chapter is broken down into other parts. Part 5.2 summarizes the chapter. Part 5.3 is a discussion about the study whereas Part 5.4 gives the conclusions of the study. Finally, part 5.5 highlights the recommendations for improvement.

5.2 Summary of the Study
The general objective of this study was to determine the factors influencing effective strategic plan implementation at the KPCC. Specifically, the study sought to determine: the effect of leadership, resource allocation and employee capabilities on strategic plan implementation. Descriptive research design was used in the study involving mean, standard deviation and coefficient of variation. The target population was 192 employees working at the KPCC. Out of the total 192 questionnaires distributed for the purposes of the survey, 150 were successfully filled and returned translating to 78% response rate. This rate was adequate and excellent for data analysis. Data analysis was done using the Statistical Packages for Social Sciences (SPSS). The study findings were presented in form of pie-charts, bar graphs and frequency tables. Inferential statistics comprising of regression and correlation analysis was employed on the data collected to assess the causal relationship between the independent and dependent variables used in the study and to test whether the model fits the data.

The study revealed that majority of KPCC employees were female at 56% whereas male employees were 44% of the sample size. Regarding employees’ age group, the study established that; 2 percent of the respondents were between 18 to 25 years of age, 17 percent were between 26 to 34 years of age, 34 percent of respondents were between 35 to 45 years of age, 38 percent of respondents were between 46 to 55 years of age and 9 percent of respondents were above 56 years of age. This implies that most of the employees at KPCC were between 46 to 55 years of age meaning that majority of the employees at the hospital were near retirement age hence posing a challenge to the
hospital to manage succession planning. Regarding the employees’ marital status, the study established that, 10.4 percent of employees were single, 70.8 percent of the employees were married, 9.9 percent of the employees were divorced, and 3.6 percent were separated while 5.2% were widowed. Thus, most of them were married. Concerning respondents’ level of education, the study showed that 3 percent of them were high school leavers, 32 percent of were college graduates, 51 percent were university graduates. In addition, 10 percent were master’s degree holders while 4% held other academic qualifications. Therefore, majority of the Centre’s workforce were university graduates.

Based on the employment level, the study concluded that most of them were general employees at 59.9 percent. This was closely followed by mid-level managers at 34.4% while the remaining 5.7% were departmental heads. Finally, the study concluded that most of its employees (63.5 percent) had a work experience of above 10 years. This means that most staff at KPCC had enough experience at work. Thus, the hospital should not invest much in employee training and development but invest in other pressing issues aimed at motivating and retaining employees. Other staff work experience was as follows: 3.6 percent of the employees had less than 1-year work experience, 3.6 percent had a work experience of between 1 and 3 years, 8.9 percent work force had experience ranging between 3 and 5 years. In addition, 20.3 percent of them had 5-10-year work experience.

Regarding the first research question on the effect of leadership style on strategic planning implementation at the KPCC, the study found that leaders and managers at the Centre motivated employees to implement the strategic plan. Besides, they communicated regularly regarding strategic plan implementation. The study also established that leadership style and change in organizational structure had a positive effect on strategic plan implementation.

The second research question focused on the effects of resource allocation on strategic plan implementation, the study revealed the existence of statistically strong correlation between the two variables. Most employees agreed for instance that, resource allocation exercise affects the implementation of the KPCC strategic plan implementation, the
Centre allocates adequate financial resource for strategy implementation and there was adequate human resource to ensure successful implementation of the Centre’s strategic plan. In addition, the Centre had adequate human and physical resources and information systems necessary for the implementation of its strategic plan.

As regards the third research question that was focusing on the relationship between staff capabilities and strategic plan implementation, majority of the respondents agreed on the following: they had received training on the KPCC strategic plan, they understood how individual duties contributed to the Centre’s objectives, supervisors motivated employees to perform well and that key strategy implementation tasks and activities were clearly assigned to capable staff.

5.3 Discussions

5.3.1 Effect of Leadership Influence on Strategic Plan Implementation

Strategic plan implementation refers to activities carried out in an organization aimed at managing the effective execution of a strategic plan. According to Alharry et.al (2017), a strategic plan is a policy document which communicates a firm’s strategic goals, the actions needed to achieve the set goals and any other crucial elements developed during the planning stage. In this study participative leadership style had a strong positive relationship with strategic plan implementation. This is consistent with a study conducted in the United States of America. A cross-sectional survey research was carried out involving 200 employees working in industries in the South-Eastern region of the United States of America. Using regression analysis, the study concluded that transactional and transformational leadership styles were positively correlated with employees’ strategic thinking. The Laissez-faire style on the other hand, exhibited an insignificant positive relationship with strategic thinking (Gross, 2016).

In complex organizations, leaders are responsible for the creation and nurturing of conditions necessary to facilitate faster and innovative adaptations to change. Leaders are therefore responsible for change strategy and its implementation, monitoring and control and ideally function as change agents. In today’s business, firms which embrace change remain competitive (Ogal & Omanyo, 2018). Various leadership styles are relevant to strategic plan implementation, especially those that lay more emphasis on leader
behavior. In Turkey for instance, transactional, transformational, and paternalistic leadership styles were employed in Small Micro-Enterprises. The study showed that transformational and relationship-oriented leadership styles are positively correlated with related to firm performance (Özer & Tinaztepe, 2014).

The first research question was aimed at understanding the relationship between leadership influence and strategic plan implementation. The study found a positive relationship between leadership and strategic plan implementation. The study is consistent with Yanney (2014) on Ghanaian manufacturing firms. This study revealed that leadership type and strategy had a positive relationship with organizational performance of small micro-enterprises in Ghana. Comparing transformational leadership style with transactional leadership style, the former was better than the latter in influencing organizational performance. It also agrees with Wang, Chich-Jen and Mei-Ling (2010) study on Kaohsiung Nanzi Export Processing Zone firms in Southern Taiwan. This study established a positive relationship between charismatic, transformational and visionary leadership styles with performance.

Most manufacturing Small Micro-Enterprises in Thika Sub-County in Kenya preferred transactional leadership style, then transformational style and lastly passive or avoidant leadership behavior. In combined relationship scenarios, transformational leadership style exhibited a more statistically significant relationship than other leadership styles. Individually, transactional and passive or avoidant leadership styles were positively correlated with performance of Small Micro Enterprises manufacturing firms (Kihara et.al, 2016). The study however disagrees with a study by Gakenia, Katuse and Kiriri (2017) on effects of strategic leadership style on the academic performance of National Schools in Kenya. The study showed an insignificant relationship between strategy leadership styles and academic performance in national schools since the value was 0.307. This was so mainly due to the mere fact that in national schools, policies and procedures are standard and leaders are compelled to adhere to these procedures without major variances in leadership styles in those schools.

Knowing the leadership style that may be used to predict employee performance, a business organization may maximize its efforts of retaining staff whose performance is
above average. This gives the firm a positive image as a highly effective organization. Previous studies have proved that the effect of transformational leadership on employee performance is higher than that of transactional leadership. Transformational leadership has been confirmed to thrive well in a business environment where competitive advantage is the focus. In addition, transactional leadership influences job performance more than transformational leadership (Rasool, Arfeen, Mothi & Aslam, 2015).

5.3.2 Effect of Resource Allocation on Strategic Plan Implementation

Resource allocation is important to strategic management. Maritan and Lee (2017) defined strategy to be a process that includes determination of goals and objectives as well as allocating necessary resources to achieve those goals. Ansoff (1965) stressed that resource allocation is an essential element of strategic planning. Firms should formulate strategies to assist in the allocation of scarce resources. Research on resource allocation in strategic management is broken into three categories namely: studies of resource allocation processes in a firm, research on capital allocation to different divisions in a firm, and studies involved with the examination of factors affecting various types of resource allocation.

According to regression analysis, the study established that resource allocation, information systems, redundant resources and structural design had a positive relationship with strategic plan implementation. This was consistent with findings of a study conducted in Kenya on the relationship between resource allocation and strategy implementation at Kenya police service in Nairobi County.

The study also established that there was inadequate financial resource allocation in the Kenya police force for effective strategy implementation in the service. This was attributed to the immense red tape involving receiving of financial resources in government departments include the Police Service. Besides, the insufficient financial resources are incorrectly distributed thus limiting strategy implementation efforts in the Service (Lemarleni, Ochieng, Gakobo & Mwaura, 2017). The study also revealed that information and communication technology as a resource is not embraced adequately in the Kenyan Police Service. There is limited use of technology though obsolete, that is limited to just a few employees in the Service. The study argued that it is incumbent upon
the Service to embrace technology to fight crime in the wake of global technological advancement.

Strategy failures are a major concern in many organizations. Most previous studies reveal that strategies fail at the implementation stage because various factors are usually ignored. Most of the quantitative research in this field has been carried out in the developed world. Some of the factors identified as having effect on strategy implementation include; resource allocation, communication, engagement, accountability, poor strategy, talent management and effective prioritization. Most authors however agree that, various strategy implementation factors have different effects. Some of the factors which received the second highest rating at 31% of the total factors include: engagement, communication, clear objectives, involvement, accountability, buy-in and motivation. There was a strong positive correlation between these factors all of whom were affected by communication. Efficient allocation of resources is one of the major ways that can ensure success in the implementation of strategies. The other way is effective communication between team players (Gross, 2016).

Chen and Zhu (2011) states that efficient resource allocation makes organizations run; hence allocation of these resources should be done in an organized and careful way. Although allocation of such resources may prove tough due to scarcity, firms may acquire them through careful practices that minimize unnecessary wastages. Some of the resources that a firm may take advantage of to compete effectively in the market include: technological advancement, people, and financial resources. All these resources are crucial to an organization’s success and future growth. Maritan and Lee (2017) maintain that for any strategic implementation plan to succeed, enough resources are needed. These resources include and not limited to human resources, finance remuneration, training etc. If the resources are little, the strategy implementation process will be slow whereas too much resource allocation may not yield optimal results and could be wasteful to the organization. Capital allocation must therefore be well distributed to promote strategy implementation. Scarcity of resources especially financial resources are a major hindrance to its implementation. Hence, it is imperative for management to prioritize its strategies so that resources are allocated according to priority in terms of viability and profitability projections. Kiptoo and Mwirigi (2014) avows that a firm’s budget should
support its strategic plan. This means that an organizations’ budget process and strategic planning activities are affected negatively because they are tightly interconnected. Good planning and forecast will ensure that any possible financial resource allocation shortfalls do not hamper implementation of the strategy.

Cater and Pucko (2010) argue that the success of strategy implementation mainly depends on the human aspect of project management and not much on systems related factors. In the contrary, Gagnon and Dragon (2018) found out that total firm involvement in strategy implementation was positively correlated with the overall firm success. For instance, a technologically endowed firm has an advantage in achieving strategy implementation because it can easily monitor, implement and evaluate the strategic process it has undertaken.

5.3.3 Effect of Staff Capabilities on Strategic Plan Implementation

The complex and evolving nature of the competitive business environment in most parts of the world in recent years has influenced the way business organizations carry out their activities. A competent workforce is therefore a crucial factor to consider if business organizations are to survive and remain relevant in this turbulent and rapidly changing business environment. This will afford business organizations the opportunity to develop programs and processes to recruit, motivate and retain staff with capabilities. This would improve a firms’ competitive advantage over its competitors. Consequently, those firms which are innovative enough have proved more successful than the non-innovative ones. Over the past few years, innovation advancement has tended to improve work performance (Osei & Ackah, 2015).

In this study, staff capability and attributes such as continued staff training, understanding one’s roles, employee motivation by supervisors and recruitment of employees with the right skills were considered. All these attributes were found to exhibit a positive relationship with strategic plan implementation.

This was consistent with Nkosi (2015) study on factors affecting strategy implementation in South Africa which revealed that weak professional development policies, weak organizational structure and lack of adequate financial resources hinder attainment of strategic plan implementation. Regarding the relationship between strategic behavior and
strategic plan implementation, the study revealed that there was synergy between top leadership and departmental heads working relationships with some room left to accommodate any future improvements aimed at ensuring unity of efforts geared towards supporting strategic plan implementation.

The study also revealed that a firm’s organizational structure should be in tandem with the organization’s set strategies. Thus, any review in strategy should be followed by a review of the firm’s organizational structure aimed at improving efficiency and effectiveness in strategic plan implementation. Messah and Mucai (2011) studied factors affecting the implementation of strategic plans in public institutions focusing on some selected technical training colleges in Kenya. The study argued that influence of managerial behavior was guided by management’s strategic thinking. Nevertheless, a strong positive correlation was found to exist where there was low managerial influence on allocation of resources particularly financial resources on strategic plan implementation.

In Brazil, a study was conducted to assess the effectiveness of management capabilities on the financial performance of Brazilian textile companies. Effectiveness was evaluated using correlation between internal capabilities, competitive strategy types, and ability to execute strategies, quality of strategy formulation and their effect on the firm’s financial performance. The study also found out that certain types of internal capabilities were related with the adoption of certain types of strategies. Marketing capabilities for example, have a positive relationship with focus strategy implementation while management capabilities influence cost leadership implementation strategy. Technological capabilities were found to have a strong relationship with differentiation strategy (Almeida, Lisboa, Augusto, Batista, 2013).

Efficient workforce plays a crucial role in a firm’s performance especially when financial and technological resources are available. This is true because a resourceful workforce is crucial to the attainment of an organization’s strategic goals. To make sure that the firm’s workforce is competent, it is incumbent upon management to ensure that employees are engaged in every stage of the decision-making process. This will provide employees with a continuous and conducive learning environment where organization’s staff will obtain the necessary skills. When employees are aware of the organization’s strategic goals and
their various skills are aligned accordingly, the firm stands a high chance to achieve those set objectives. When a firm’s set targets are met, employees feel motivated. This will increase their commitment in the workplace and the organization is likely to achieve its strategic plan implementation. The productivity of loyal employees improves a firm’s performance and job efficiency increases while wastages reduce (Messah & Mucai, 2011).

5.4 Conclusions
5.4.1 Leadership Influence and Strategic Plan Implementation
The study concluded that leadership influence has a statistically significant influence on strategic plan implementation. Managers at KPCC motivate their employees to implement the organization’s strategic plan. They take formal responsibility and communicate to stakeholders regularly about strategic plan implementation. Management at the Centre has involved lower-level cadre employees in their strategic plan formulation and implementation.

5.4.2 Resource Allocation Influence and Strategic Plan Implementation
From the study, it was concluded that resources allocation affected the implementation of KPCC strategic plan implementation. The Centre allocated adequate financial resource for strategy implementation; it had adequate human resource to ensure successful implementation of its strategic plan, as well as adequate human and physical resources. The Centre also had adequate information systems and structural design to support in the implementation of its strategy. Nevertheless, the Centre had redundant resources that hinder strategy implementation.

5.4.3 Staff Capabilities Influence and Strategic Plan Implementation
The study also concluded that employees at KPCC had received adequate training on strategic plan implementation, understood their duties in relation to attainment of organizational goals and their supervisors motivated them to perform. In addition, employees’ performance objectives were aligned with the overall organization’s
objectives, they shared ideas openly and those recruited had the right skills for the positions they held.

5.5 Recommendations

5.5.1 Recommendation for Improvement.

5.5.1.1 Leadership Influence and Strategic Plan Implementation

The study revealed that 52.7% of the variations in the strategic plan implementation at KPCC due to leadership influence. The other 42.8% is due to other aspects not captured in the model. Thus, it was pertinent for those other factors to be clearly established. It is therefore recommended that the Centre should capitalize on the use of various leadership styles applicable to the organization especially participative leadership style for effective and sustained growth. This can be done by motivating employees to implement the strategic plan, take formal responsibility for its strategic plan implementation, communicate with relevant stakeholders regularly about the strategic plan implementation and participate in influencing the implementation of the Centre’s strategic plan. In addition, the key elements of leadership should be incorporated in the Centre’s organizational structure.

5.5.1.2 Resource Allocation Influence and Strategic Plan Implementation

From the findings, there exists a link between resource allocation pricing and strategic plan implementation at KPCC. Since resource allocation is crucial in determining the effectiveness with which the whole strategic plan implementation process will be, it is imperative that the KPCC should allocate resources effectively and efficiently to the key strategy implementation departments. It is therefore imperative that proper resource allocation planning is done to ensure that unnecessary red tape that is likely to hinder achievement of set goals is taken care of. Even though the study showed that respondents agreed with the contention that resource allocation, information systems and structural design had a positive relationship with strategic plan implementation, they disagreed on the parameter that KPCC had adequate human resource to ensure successful implementation of its strategic plan, hence the lowest mean of 2.67.

5.5.1.3 Staff Capabilities Influence and Strategic Plan Implementation

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Regarding to staff capabilities, the study found that the KPCC employees’ capabilities in general had a positive relationship with strategic plan implementation. Moreover, most of the employees had skills relevant to the tasks they oversaw. Besides, key strategy implementation tasks and activities were clearly assigned, and staff was open to share ideas with their colleagues. It is therefore recommended that all employees and management at the Centre must ensure that implementation of its strategic plans is not frustrated by any single individual in the organization for it to succeed. This is because research on most strategic plans that have failed in the past is attributed to lack of commitment and dedication on the part of human capital within an organization.

5.5.2 Recommendations for Further Studies

The data on factors influencing effective strategic plan implementation at KPCC was collected only from the Centres’ employees, meaning that the respondents could overate their effectiveness. It therefore recommended that further research in this field should consider conducting a cross-sectional empirical research which will embrace other departments within the larger Kenyatta National Hospital. In addition, any further studies on this subject should examine other factors which also influence organizational strategic plan implementation, apart from leadership, resource allocation and employee capabilities.
REFERENCE


Sonenshein, S., & Dholakia, U. (2012). Explaining Employee Engagement with Strategic


APPENDICES

APPENDIX (I): LETTER OF INTRODUCTION

Doris Kanja Kimbui  
P.O Box 65727 – 00607  
Nairobi  
8th July 2018

Dear Participant,

RE: REQUEST TO PARTICIPATE IN A STUDY

My name is Doris K. Kimbui and I am a graduate student at United States International University Africa (USIU). For my final project, I am examining Factors Influencing Implementation of Strategic plan at Kenyatta Prime Care Centre (KPCC) I have chosen you to participate in this study because of the significant role you play in KPCC. I am inviting you to participate in this research study by completing the attached questionnaire.

The following questionnaire will require approximately fifteen minutes to be completed. In order to ensure that all information will remain confidential, please do not include your name. If you choose to participate in this project, please answer all questions as honestly as possible and submit the completed questionnaires promptly. Participation is strictly voluntary.

Thank you for taking the time to contribute to this study. The data collected will provide useful information regarding strategic plan implementation at KPCC and I believe that the findings of my research will be of benefit to KPCC as well as be a learning point.

If you require additional information or have questions, please contact me at the number listed below.

Sincerely,

Doris. Kanja Kimbui  
MBA  
Student- USIU
APPENDIX (II): RESEARCH QUESTIONNAIRE

SECTION I: DEMOGRAPHIC FACTORS

Kindly respond to the following questions by ticking in the appropriate box [✓]

1. What is your gender?
   - [ ] Male
   - [ ] Female

2. What is your age range in years?
   - [ ] 18-25
   - [ ] 26-34
   - [ ] 35-45
   - [ ] 46-55
   - [ ] 56 and above

3. What is your current marital status?
   - [ ] Single
   - [ ] Married
   - [ ] Divorced
   - [ ] Separated
   - [ ] Widow (er)

4. What is your highest level of education?
   - [ ] High School
   - [ ] College
   - [ ] University
   - [ ] Masters
   - [ ] Other

5. What is your employment level?
   - [ ] Head of Department
   - [ ] Middle Level Manager
   - [ ] General Employee

6. How long have you worked in Kenyatta National Hospital?
   - [ ] Under 1 year
   - [ ] 1-3 years
   - [ ] 3-5 years
   - [ ] 5-10 years
   - [ ] Above 10 years

SECTION II: LEADERSHIP AND STRATEGIC PLAN IMPLEMENTATION
### SECTION II: FACTORS INFLUENCING EFFECTIVE STRATEGY IMPLEMENTATION

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<td>7. The leaders at KPCC motivate you to implement the strategic plan</td>
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<td>8. The KPCC management takes formal responsibility for its Strategic plan implementation?</td>
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<td>9. Leaders do communicate regularly about the strategic plan implementation</td>
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<td>10. Leadership style has an effect on the implementation of the KPCC strategic plan</td>
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<td>11. Leadership and direction provided by departmental managers on strategy implementation is adequate</td>
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<td>12. There has been a change in organizational structure since the launch of its current strategic plan</td>
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<td>13. The leadership of KPCC has involved lower-level carder employees in the strategy formulation and implementation of its strategy</td>
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<td>14. The organizational structure of KPCC supports strategy implementation</td>
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### SECTION III: RESOURCE ALLOCATION AND ITS EFFECT ON STRATEGIC PLAN IMPLEMENTATION

Kindly answer the following answer using:
“**Strongly Disagree**” (1); “**Disagree**” (2); “**Neutral**” (3); “**Agree**” (4); “**Strongly Agree**” (5)

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15. Resources allocation affects the implementation of the KPCC strategic plan implementation

16. KPCC allocates adequate financial resource for strategy implementation?

17. KPCC has adequate human resource to ensure successful implementation of the KNH strategic plan?

18. KPCC has adequate physical resources that enhance the implementation of its strategic plan

19. KPCC has adequate information systems to support in the implementation of its strategy?

20. KPCC provide resources (managers’ time, money, staff support, etc.) earmarked specifically for executing the strategic plan?

21. In KPCC there are redundant resources that hinder strategy implementation

22. The KPCC structural design is tailored to meet its goals and objectives

SECTION IV: EFFECTS OF STAFF CAPABILITIES ON STRATEGIC PLAN IMPLEMENTATION

Kindly answer the following answer using:
“Strongly Disagree” (1); “Disagree” (2); “Neutral” (3); “Agree” (4); “Strongly Agree” (5)

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<td>23. I have received training on the KPCC strategic plan</td>
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<td>24. I understand how my duties contribute to KPCC’s</td>
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<td>25. My supervisor motivates me to perform well</td>
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<td>26. My performance objectives are aligned with the KPCC Strategic plan</td>
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<td>27. My performance affects implementation of the strategic plan</td>
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<td>28. Key strategy implementation tasks and activities are clearly assigned</td>
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<td>29. There is openness in idea sharing in KPCC and my contributions are encouraged</td>
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<td>30. KPCC recruits capable employees with the right skill for the positions been filled</td>
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**SECTION V: STRATEGIC PLAN IMPLEMENTATION**

Kindly answer the following answer using:
“Strongly Disagree” (1); “Disagree” (2); “Neutral” (3); “Agree” (4); “Strongly Agree” (5)

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<td>31. I do participate in implementation of the KPCC strategic plan?</td>
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<td>32. The strategic plan has been cascaded to my level</td>
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<td>33. Leadership style allows me to freely contribute towards the strategic plan implementation</td>
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<td>34. I know my role in the implementation of the KPCC strategic plan</td>
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<td>35. I am motivated to participate in the implementation of the strategic plan</td>
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<td>36. I understand the goals of the strategic plan</td>
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<td>adequately</td>
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<td><strong>37.</strong> The culture I have adopted in KPCC affects the implementation of strategic plan</td>
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<td><strong>38.</strong> How I communicate within KPCC affects the implementation of strategic plan</td>
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**THANK YOU FOR TAKING YOUR TIME TO COMPLETE THE QUESTIONNAIRE**