

DETERMINANTS OF STRATEGY IMPLEMENTATION IN KENYAN GOVERNMENT PARASTATAL, A CASE OF NATIONAL HOSPITAL INSURANCE FUND

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Abstract: One of the most demanding and tasking section of strategic management involves converting strategic plans into actions and results. Implementing a strategy is the process through which a set of agreed work philosophies is translated into functional and operational targets. The study focused the background of the study which elaborated more on strategy implementation in Kenyan Government Parastatals in NHIF. Problem of the statement about the case study company was explained into details followed by both general objectives and specific objectives of the study. The four research questions was also stated followed by the significance of the study and finally the scope of the study. The study entailed four theoretical frameworks. Also conceptual framework was well defined and elaborated into details followed by a much detailed review of literature variables. The empirical review was defined and elaborated at the same time in relevance with the research topic. Some critique of existing literature relevant to the study was identified and clearly elaborated, followed by research gaps which were left out by earlier researchers identified in details and finally the summary of this chapter. The study identified various variables of the study and defined research design and the actual research showing the relevance of my research design. Population was defined and target population was identified where the respondents who participated in the study were stated. Sampling frame was identified and the sample figure clearly stated. Justification of the sample figure was done followed by the sampling technique of stratified random sampling. The data collection instrument (questionnaire) was elaborated followed by data collection procedure and lastly various data analysis and presentation was identified. The study concluded that human resource significantly and positively influenced the implementation of strategy in Kenyan government parastatals. This implies that human resource is important in strategy implementation. Organizations successful at strategy implementation consider the human resource factor in making strategies happen. The study further concluded that corporate leadership has a significant and a positive influence on the implementation of strategy in Kenyan government parastatals. This implies that the role of organizational leadership is of fundamental importance to the implementation of strategic plan and success of organizations. Regarding organizational culture, the study confirms that organizational culture influence implementation of strategy in Kenyan government parastatals given by multiple linear regression model which revealed that organizational culture is significantly and positively affect implementation of strategy in Kenyan government and thus for every unit increase in organizational culture lead to increase in the implementation of strategy in Kenyan government parastatals by 68.3%.The study finally concluded that organizational policies had a significant and positive influence on the implementation of strategy in Kenyan government parastatals. Formal rules and procedures lead to increased efficiency and lower administrative costs. Organic firms encourage horizontal and vertical communication and flexible roles. The study recommends that human capital, among other organizational resources, should be considered to be unique as one of the major contributors towards performance, since it was found to be positive and significant. The study further recommended that the company leadership should have strong corporate leadership s through continuance learning of new methods and to keep up

with the changes in the environment in order to ensure commitment of the employees. The leaders should display a consultative and participative leadership competence which entails treating all employees with respect, trusting them to do their work, listening to the opinions of the employees, and encouraging employees to learn from their mistakes through training and by guiding them in the right direction. It is therefore recommended that the leadership explicitly communicate the goals, vision and future direction of the company to the employees. Finally, it is recommended that creativity, innovation, and perception in relation to organization policies should be enhanced in the Kenyan Government Parastatal to improve on the implementation of strategies.

Keywords: Human Resource management, Corporate Leadership, Organizational Culture, Organizational Policies.

I. INTRODUCTION

1.1 Background of the Study

One of the most demanding and tasking section of strategic management involves converting strategic plans into actions and results. Implementing a strategy, according to Pearce and Robinson (2007), is the process through which a set of agreed work philosophies is translated into functional and operational targets. Kotter and Best (2013) support this position when they state that implementation addresses who, where, when and how, and it is thus the tactic that drives the strategy of the company. Implementation of a strategic plan is an operation-oriented as well as a “make-things-happen” activity aimed at performing core business activities in a strategy-supportive manner. It therefore, tests a manager’s ability to direct organizational change, motivate people, build and strengthen organization competencies and competitive capabilities, create and nurture a strategy-supportive work climate, and meet or beat performance targets. Consequently, this study focuses on the non-financial factors (human resource, corporate leadership, organizational culture and organizational structure) on the implementation of strategy

Human resource is important in strategy implementation. Organizations successful at strategy implementation consider the human resource factor in making strategies happen. According to, (Kogut, 1993), if you take the twenty best people away from Microsoft, it will become an unimportant company. Leadership plays a very important role in public sectors since it is responsible for defining strategies and designs the organization’s path to be more effective and efficient in implementation of strategic plan. Good leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion (Kinyua, 2010).

Organization structure is a crucial factor influencing strategy implementation. Those organizations that are successful at implementing strategy give thought to their organizational structure. They ask if their intended strategy fits their current structure, and they ask a deeper question as well, that is, whether the organization’s current structure is appropriate to the intended strategy (Okumus, 2001). Strong organizational cultures encourage successful strategy implementation of a strategic plan. On the contrary, weak cultures are a stumbling block to successful strategy implementation (Buul, 2010). An organization’s ability to learn and translate what they have learnt into action rapidly is the ultimate competitive advantage (Kim, 1993).

While a lot of people deem that formulating an exceptional and innovative strategy is vital and by itself adequate in leading an organization to succeed in the current business world, it is equally as important to ensure that such a strategy actually works. Paying close attention by executives is germane during implementation to ascertain that common drawbacks resulting in failure are avoided. Several approaches that largely enrich the efficiency of strategy implementation can be used. Certainly, considering a strategy entails a good strategic management by the people since they are actively involved in the daily decisions of the firm (Cohen & Levinthal, 1990)

The strategy literature claims that between 50% and 80% of strategy implementation efforts fail (Ashkenas & Francis, 2010; Beer & Nohria, 2010; Carlopio, 2008). Hence, it is important that the properties of strategy implementation are successfully studied. Fitting with (Pucko and Cater, 2010), strategy implementation is the key driver in the development of strategic management in the dawn of the twentieth century. Most of the big organizations had issues with strategy implementation according to (Zaribaf and Bayrami, 2010). Literature supports the notion that unlike formulation of strategy, strategy implementation is unachieved by top management solely and requires everyone to collaborate within the organization and in other instances, those on the outside of it. Contrary to the top-down channel in strategy formulation, implementation requires concurrent bottom-up, top-down and across efforts.

1.1.1 National Hospital Insurance Fund

The Kenya National Hospital Insurance Fund (NHIF) is the oldest government insurance scheme in Africa. As the primary provider of health insurance in Kenya its mandate is to provide access to quality and affordable health care for all Kenyans. NHIF membership is compulsory for all salaried employees. Premium contributions are calculated on a graduated scale based on income, and deducted automatically through payroll. For self-employed and other informal sector workers, membership is contributory (voluntary) and available at a fixed premium rate of 160 Kenya Shillings (KES) per month. The Board, Management and staff of National Hospital Insurance Fund are committed to effective implementation and continual improvement of the Quality Management System that complies with ISO9001:2008 in order to consistently meet its customers and other stakeholder's requirements and expectations. To achieve the company's objectives the company has in place a 5 years Corporate Strategic Plan for the period 2014-2017 to 2018-2019 which give the direction in which the company wishes to follow. However, during the implementation and formulation of the strategic plan the company is faced with issues that impact on the company's operations. In such instances the company has been forced to pursue strategies to resolve these issues and there are lessons learnt in the process.

1.2 Statement of the problem

An organization's survival is highly dependent on a successful strategy implementation. Sustaining competitive advantage is very difficult for many firms in spite of a strong process for strategy formulation. This is because they lack effective implementation processes for these strategies. As a public role, formal strategic plans are intended to impress or influence outsiders. The information role provides input for management decisions. The group therapy role is intended to increase organizational commitment through the involvement of people at all levels of the organization. Finally, the direction and control roles are fulfilled when plans serve to guide future decisions and activities toward some consistent ends (Roach and Allen, 2013).

There is evidence of gaps in the implementation of strategy within Government Parastatals. The Public Service Commission (PSC, 2015) noted that implementation of strategy was ineffective, and created a Planning, Monitoring and Evaluation department to ensure effective planning and implementation of the plans. Furthermore, the Public Service Commission created Oversight Teams to monitor implementation of the Strategic Plan 2014-2018, after realizing a huge carry-over of plans, implying challenges in implementation (PSC, 2017). Similarly, lack of implementation of strategy in their entirety, impacts negatively on effectiveness, efficiency and sustainability of the public entities.

Locally, studies have been conducted around this area. (Bwibo, 2000) surveyed the strategic change management practices within non-governmental organizations in Kenya. (Oduor, 2007) researched on difficulties faced by Eastern and Southern African Trade and Development Bank in implementing the strategy for capital resource mobilization. (Gitonga, 2008) surveyed job satisfaction and work behaviors. (Ngonze, 2011) investigated factors influencing strategy implementation at the Cooperative Bank of Kenya. (Karimi, 2011) researched on balanced score card as a strategy implementation tool at Toyota East Africa Limited. (Maragia, 2011) researched on challenges of strategy implementation at Mavoko Municipal Council; Kenya. Local scholars have dealt with the situation being studies either holistically or partially rather than specifically. Furthermore, while this area of research has attracted noteworthy interests and consequently additional quality concepts and theories in the western world, this field has not gotten much attention in the Kenyan context. Analyzing determinants of strategy implementation in Kenyan government parastatals is therefore underscored. This study basically sought to answer the question: what are the determinants of strategy implementation in Kenyan government parastatals

1.3 Objectives of the Study

1.3.1 General objective

The general objective of this study is to assess determinants of strategy implementation in Kenyan government parastatals.

1.3.2 Specific objectives

1. To determine the influence of Human Resource management on the implementation of strategy in Kenyan government parastatals.

2. To examine the influence of corporate leadership on the implementation of strategic in Kenyan government parastatals.
3. To assess the influence of organizational culture on the implementation of strategy in Kenyan government parastatals.
4. To establish the influence of organizational policies on the implementation of strategy in Kenyan government parastatals.

1.4 Research questions

1. How does Human Resource management influence the implementation of strategy in Kenyan government parastatals?
2. How does corporate leadership influence the implementation of strategy in Kenyan government parastatals?
3. How does Stakeholders participation influence the implementation of strategy in Kenyan government parastatals?
4. How do organizational policies influence the implementation of strategy in Kenyan government parastatals?

II. LITERATURE REVIEW

2.1 Introduction

Literature review is the analysis of the existing knowledge on a particular line of study. It focuses on the existing studies done by other scholars and researchers and provides some basic knowledge of the research topic. Literature which is related to and consistent with the objectives of the study will be reviewed.

2.2 Theoretical Framework

2.2.1 Resource Based View theory

This theory was developed by Pfeffer and Salancik (1978). The Resource-Based View (RBV) is an economic tool used to determine the strategic resources available to a firm. The fundamental principle of the RBV was that the basis for a competitive advantage of a firm lies primarily in the application of the bundle of valuable resources at the firm's disposal. To transform a short-run competitive advantage into a sustained competitive advantage, it required that these resources be heterogeneous in nature and not perfectly mobile. Effectively, this translated into valuable resources that are neither perfectly imitable nor substitutable without great effort (Hoopes, et al 2003). If these conditions hold, the firm's bundle of resources could assist the firm sustaining above average returns. The resource-based view suggested that a firm's unique resources and capabilities provided the basis for a strategy (Hoopes, at al 2003). The business strategy chosen should allow the firm to best exploits its core competencies relative to opportunities in the external environment. These included human, infrastructure, financial and physical resources. According to resource based theory; organizations wished to maintain a distinctive product (competitive advantage) and would plug gaps in resources and capabilities in the most cost effective manner to do so. Outsourcing of cataloguing was easier to rationalize using resource-based theory as this emphasized that cost-effective solutions were required to some of the major activities, in order to fulfill the main aim of the organization (provide organized access to resources).

Peteraf, (2010) and expanded to include the properties of resource durability, non-tradability, and idiosyncratic nature of resources. The RBV can be depicted as an "inside out" process of strategy formulation. A central thrust is the contribution of core competencies as strategic assets, which will be the continuing source of new products and services through whatever future developments may take place in the market, which by their nature, are not known (Connor, 2002). The emphasis of the RBV approach to strategic management decision-making is on the strategic capabilities as basis for superiority of the firm rather than attempting to constantly ensure a perfect environmental fit. Resources are the specific physical, human, and organizational assets that can be used to implement value-creating strategies. Capabilities present the capacity for a team of resources to perform a task or activity (Grant, 1991a). In other words, capabilities present complex bundles of accumulated knowledge and skills that are exercised through organizational processes, which enable companies to coordinate their activities and make use of their assets (Day, 1994).

According to Collis (1994), capabilities are always vulnerable to be competed away by a competitor's higher order capability amongst other limitations such as erosion or substitution. Intangible assets are central to the RBV approach to

understanding competitive advantage since they cannot easily be acquired or imitated, in contrast to tangible assets. Hall (1992) identified the relevant intangible assets as know-how, product reputation, culture and networks as main contributing factors to the overall success of a firm. Thus, the asymmetric performances between heterogeneous companies are very much driven by the intangible strategic assets. Adding to this notion, Lovas & Goshal (2000) conclude that firms have to achieve a synergy between exploitation and creation of human and social capital as intangible assets in order to obtain better performances in the long run. Grant developed a practical framework for a resource-based approach to strategy consisting of the identification of resources and capabilities, their potential for achieving implementation of strategic plan.

2.2.2 Strategic leadership theory

Strategic leadership theory is “concerned with the leadership of organizations and is marked by a concern for the evolution of the organization as a whole, including its changing aims and capabilities” (Selznick, 1984). According to Kirmi and Minja (2010), strategic leaders shape the formation of strategic intent and strategic mission and influences successful strategic actions for the formulation of strategies and implementation of strategies which yields strategic competitiveness above average returns. It is evident from literature that organizations are set up to achieve certain strategic goals. It is the leader who has the capability to influence organizational members to contribute effectively towards the accomplishment of pre-determined goals and objectives (Obiwuru, Okwu, Akpa, & Nwankwere, 2011). Goffee and Jones (2006) provides evidence that when leaders practice strategic leadership this leads to improved organizational performance. In affirmation to this argument, Kirimi and Minja (2010) observed that strategic leadership is no doubt important to all organizations. Strategic leadership gives organizational leaders the ability to create and re-create reasons for the organization’s continued existence. According to Gill (2011) strategic leaders must be able to develop the organization’s vision, mission, strategies and culture and above all, monitor progress and changes in the environment with a view to ensuring strategies are focused, relevant and valid.

2.2.3 Stakeholder theory

The research also referred to stakeholder theory. Stakeholder theory argues that every legitimate person or group participating in the activities of a firm or organization, do so to obtain benefits, and that the priority of the interests of all legitimate stakeholders is not self-evident (Donaldson & Preston, 1995). They further argue that, although Stakeholder Theory is descriptive and instrumental, it is more fundamentally normative. Stakeholders are defined by their interests and all stakeholder interests are considered to be intrinsically valuable. Stakeholder Theory is managerial in that it recommends attitudes, structures, and practices and requires that simultaneous attention be given to the interests of all legitimate stakeholders.

2.2.4 Situational theory

Situational theory attends to the deeper and more resilient aspects of social structure. It considers the processes by which structures, including schemas; rules, norms, and routines, become established as authoritative guidelines for social behavior. It inquires into how these elements are created, diffused, adopted and adapted over space and time; and how they fall into decline and disuse. Although the ostensible subject is stability and order in social life, students of institutions must attend not just to consensus and conformity but to conflict and change in social structures.

The basic concepts and premises of the institutional theory approach provide useful guidelines for analyzing organization-environment relationships with an emphasis on the social rules, expectations, norms, and values as the sources of pressure on organizations. This theory is built on the concept of legitimacy rather than efficiency or effectiveness as the primary organizational goal (McAdam and Scott, 2004).

Researchers such as Meyer and Rowan (1991), DiMaggio and Powell (1983) are some of the institutional theorists who assert that the institutional environment can strongly influence the development of formal structures in an organization, often more profoundly than market pressures. Innovative structures that improve technical efficiency in early-adopting organizations are legitimized in the environment. Ultimately these innovations reach a level of legitimization where failure to adopt them is seen as "irrational and negligent" (or they become legal mandates). At this point new and existing organizations will adopt the structural form even if the form doesn't improve efficiency.

2.3 Conceptual Framework

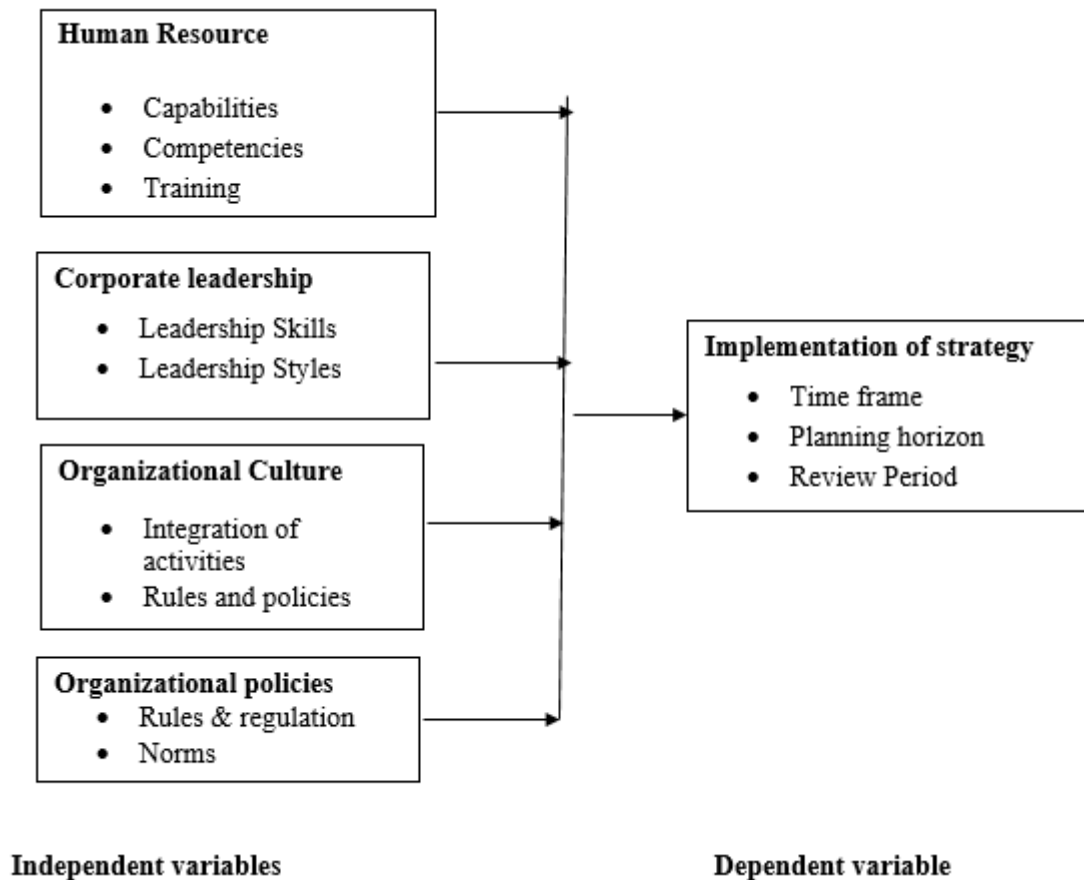


Figure 2.1: Conceptual Framework

2.4 Empirical Literature

Harrington (2006) investigated the moderating effects of size, manager tactics and involvement on strategy implementation in Canadian food service sector. Schaap (2006) conducted an empirical study on the role of Senior-Level Leaders in the Nevada Gaming Industry in USA. On the other hand, Lehner (2004) investigated strategy implementation tactics as response to organizational, strategic, and environmental imperatives among 136 upper-austrian firms. However, all these studies were carried out in developed countries. Drazin and Howard (2004) see a proper strategy-structure alignment as a necessary precursor to the successful implementation of new business strategies. They point out that changes in the competitive environment require adjustments to the organizational structure.

Sterling (2003), identified reasons why strategies fail as unanticipated market changes; lack of senior management support; effective competitor responses to strategy application of insufficient resources; failure of buy in, understanding, and/or communication; timeliness and distinctiveness; lack of focus; and bad strategy poorly conceived business models. Sometimes strategies fail because they are simply ill conceived. For example business models are flawed because of a misunderstanding of how demand would be met in the market.

Studies by Okumus (2003) found that the main barriers to the implementation of strategies include lack of coordination and support from other levels of management and resistance from lower levels and lack of or poor planning activities. Freedman (2003), lists out a number of implementation pitfalls such as isolation, lack of stakeholder commitment, strategic drift, strategic dilution, strategic isolation, failure to understand progress, initiative fatigue, impatience, and not celebrating success.

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According to Jooste & Fourie (2006) many barriers to effective strategy implementation exist. A lack of leadership, and specifically strategic leadership, at the top of the organization has been identified as one of the major barriers to effective strategy implementation. In turn, Strategic leadership is also viewed as a key driver to effective strategy implementation.

According to Hamid (2010) studies show that most big companies have had problems in implementing their strategies. His study identified effective factors, like: leadership, organizational structure, human resources, information systems and technology, on successful implementation of strategies in service sector. For this purpose, statistical population were randomly selected from Pasargad Bank branches in Tehran and include the branch presidents, their deputies and executives working in the bank branches as well as managers of Central Office of Pasargad Bank. Sampling was based on the simple random sampling. The questionnaire was used as the information gathering device. Reliability of questionnaire was studied by three experts and two managers of central office, and for validity measurement Cronbach's Alpha test was used. He used sign test for measuring the effects and Wilcoxon for group difference on depended variable. The findings showed that all mentioned factors affect the strategy implementation but their effects rates are different.

Li, Guohui & Eppler (2008) conducted a study which reviewed the factors that enable or impede effective strategy implementation. The author highlighted how strategy implementation has been researched so far – and in which contexts – and how this field may be moved forward. As a result of the author's literature analysis, spanning the last twenty-four years, he found nine crucial factors for strategy implementation that are frequently discussed in the literature as well as two approaches of aggregating and relating relevant factors. We find several important research needs regarding these factors and outline how they could be addressed.

Sorooshian, Norzima, Yusof & Rosnah (2010) did a study on the effect analysis on strategy implementation drivers on strategy implementation and performance within the small and medium manufacturing firms. The author identified three fundamental factors in Strategy Implementation: the structure, leadership style and resources and discusses the main drivers of strategy implementation, prevailing in the smaller industries. In this regard, empirical relationships were established relating strategy implementation and performance of the firm. The author also provided a structural equation model on the relationship among drivers of strategy implementation and organization performance and also sensitivity analysis on the drivers.

According to Rodriguez and Hickson (1995), the success factors in strategy implementation are somewhat different between public and private sectors. In private sector the success of strategy implementation is more dependent on resources whereas in public sector the essential challenge is to attain appropriate participation. In other words, especially as it comes to public sector organizations it is vital to motivate employees in order to get their participation to the strategy implementation.

Rajasekar (2014) in his study on Factors affecting Effective Strategy Implementation in a Service Industry identified organizational culture as a key element of strategy implementation process. The study addressed in detail the roles of corporate communication (internal and external), leadership, organizational structure, and control mechanisms. He found that a meaningful relationship exists between organizational culture and strategy implementation. Results of the study showed that all types of organizational cultures have significant relationships with the implementation process, but the extent of the culture's influence varies from the most effective (clan culture) to the least effective (hierarchy culture).

Klein (2008) in his study Organizational Culture as a Source of Competitive Advantage found that cultural norms appear to have a fairly consistent impact on quality, regardless of the strategy adopted by the organization. The results indicate that the type of strategy is not a factor in explaining the relationship between culture and quality. Constructive norms appear to be positively related to quality and Defensive norms negatively related to quality, regardless of organizational strategy.

Ahmadi et. al (2012) study on the Relationship between Organizational Culture and Strategy Implementation: Typologies and Dimensions concluded that there is sufficient evidence linking cultural traits and organizational effectiveness. The findings show that clan culture effects significantly on strategy implementation. This outcome illustrates the multidimensional nature of culture, making smart managers aware of the reality that they should account all aspects of culture elegantly so that to apply its productive functions as they implement strategy.

Koske, 2003) did a study on strategy implementation and its challenges in public corporation at Telkom Kenya Ltd. The objective of this study was to find out the extent of strategy implementation and also to identify challenges that the company had encountered during implementation. The research results obtained indicate that TKL formulated and documented its strategies in 1999. In its first four years the execution of these strategies has been average. It is evident from the results that the company has not been referring to its master plan whenever they embark on development programmes. It is clear that government control and lack of funds has interfered with the company's strategy implementation program me. Poor leadership style, limited IT capacity and poor corporate culture are the main challenges faced by the company in the process of strategy implementation.

2.5 Critique of the Literature Relevant to the Study

Stakeholder theories emphasize core management without really showing how the non-legitimate groups are catered for. Although focus is on interrelationships, it assumes interest of stakeholders to be balanced against each other. Some stakeholders never know they are stakeholders. Resource dependency theories fail to recognize that the complexity of relationships in environment means that an organization can break from its immediate environment, for example, in outsourcing. The theories can be faulted since assuming that all resources come from the external is not practical e.g. during economic sanctions or political turmoil, organizations still get resources. Scholars who have studied resource related theories did not consider the fact that sometimes, the resource controls the resource user and in most cases the user becomes the control variable. In all the studies for all variables, the assumption was that, applicability is universal, but different regions of the world view each of the studies variables in a completely different way and more so, the African context does not come out clearly even for the studies carried out on the African continent.

2.6 Summary of Literature Reviewed

The study looked at the literature perspective of the study. The main theories that the chapter covered are Resource Based View theory, Institutional theory and Stakeholder theory. The chapters concentrated on four factors that affect strategy in the government parastatals; Human Resource, Corporate Leadership, stakeholders and organizational policy. The chapter concluded by looking at critique of existing literature and the research gaps and it has identified various gaps that are related with this study which need to be filled. For instance the study will fill the knowledge gap by conducting on factors influencing the implementation of strategy in government parastatals.

2.7 Research gap

Previous studies did not examine the influence of major factors influencing the implementation of strategy in government parastatals. Wambui (2006) focused on managerial involvement related to Strategy Implementation. This represented one aspect of factors that influence implementation leaving a gap to be pursued by other scholars. Korten (1990) studied the environment under which public sector fail to implement their strategic plans but did not directly scan the other factors that affect public sector strategic plan implementation. Cater and Pucko (2010) studied poor leadership as the biggest obstacle to strategy execution in Eastern Europe, and not Africa. The implementation gaps illuminated by previous studies (Awino, 2007; Mintzberg, 1994; Letting, 2009; Arasa, 2008; Aosa, 1992; Cater & Pucko, 2010) such as poor leadership and lack of stakeholder involvement will be brought into account. This study will seek to investigate the factors affecting implementation of strategy.

III. RESEARCH METHODOLOGY

3.1 Introduction

This chapter identifies the research design of the study. It further highlights the target population, sampling procedures and the methods of data collection. Also included are the measures undertaken to ensure the validity of data collected, and its reliability in this study. A summarized table at the end of the chapter is provided to highlight the operational variables and show how they are scaled.

3.2 Research Design

A case study research design is the investigation of one or more specific instances of something that comprises a group or an individual, or something more abstract such as an event or a management decision (Gomm et al. 2000). Research design involves strategy process, organizational culture, employee empowerment and communication in a case study at National Hospital Insurance Fund in Kenya. Nachmias & Nachmias (2004) postulated that a Research design is the blueprint that enables the investigator to come up with solutions to problems and guides him in the various stages of the research. A research design is the arrangement of conditions for data collection and analysis of data in a manner that aims to combine relevance to research purpose with economy in research procedure (Kothari, 2004). Research design constitutes decision regarding what, why, where, when and how concerning an inquiry or a research study (Sekaran, 2011). This study utilized descriptive case study to establish the factors influencing strategy implementation in Kenyan Government Parastatals. The researcher made use of pre-designed questionnaire during the survey. The researcher provided the respondents with a brief description of the research problem, along with definitions of the key constructs. The questioning consisted of both open and closed ended questions.

3.3 Population

Mugenda & Mugenda (2003) defines a population as a complete set of individuals, cases or objects with some common observable characteristics. The unit of analysis was National Hospital Insurance Fund in Kenya. The target population of the study composed of 400 working employees. A population frame thus contains an up-to-dated list of all those that comprise the target population. The target population in the research study were NHIF top managers, middle managers, staff members and relevant stakeholders.

3.4 Sampling Frame

It is a list or other device used to define a researcher's population of interest. It is defined as a set of elements from which a researcher selects a sample of the target population (Swensson, 2003), while Jan Wretman (2003) says that the actual set of units from which a sample has been drawn: in the case of a stratified random sampling method all units from the sampling frame has an equal chance to be drawn and to occur in the sample. The target population that took part in the study was 400 working in NHIF (HRM records, 2015).

3.5 Sample and Sampling Technique

The target sample is 30% of the population. According to (Mugenda and Mugenda 1999) and (Kothari, 2004) a sample size of 10% to 30% of target population is adequate for a descriptive study research. The target sample is 120 employees. Stratified random sampling technique will be used to determine the sample size. This method is preferred because; the population that was sampled was divided into homogenous groups based on characteristics considered important to the indicators being measured. This method also helps to achieve precision, flexible in the choice of the sample design for different strata and finally one is able to get estimates of each stratum in addition to the population estimate. (Kothari, 2004).

3.6 Data Collection Instruments

This study adopted primary data which was collected through use of questionnaires. A five point likert scale questionnaire was used. Likert scale is an interval scale that specifically uses five anchors of strongly agrees, agree, neither agree or disagree, disagree and strongly disagree. The likert measures the level of agreement or disagreement. Likert scales are good in measuring perception, attitude, values and behavior. The likert scale has scales that assist in converting the qualitative responses into quantitative values (Mugenda & Mugenda, 2003, Upagade & Shende, 2012, Zikmund, Babin, Carr & Griffin, 2010).

3.7 Data Collection Procedure

In the study case data was collected by use of questionnaires, the questionnaires was sent to the respondents through e-mail under questionnaire forwarding letters accompanied by an introduction letter from the University. The researcher made a follow up that they are fully completed and mailed back to the researcher promptly.

3.8 Pilot Testing Study

A pilot study is a research study conducted before the intended study. They are usually executed as planned for the intended study but on a smaller scale. Although it cannot eliminate all systematic errors or unexpected problems, it reduces the likelihood of making a type 1 or type 2 (amy schade, 2015). The researcher gave one of her lecturers in her course the questionnaire to proofread and give guidance and make corrections where necessary. After that she made a final copy that was used in the actual research at NHIF in Kenya.

3.9 Data Analysis and Presentation

In analysis of data, the researcher used both descriptive and content analysis since information to be gathered is both quantitative and qualitative in nature. The analysis on competitive challenges will be involved breaking down the complex information in small units of manageable information and also synthesizing small pieces of related information into a piece of information. For the best practices that address the competitive challenges. The research findings was presented by the use of tables for easier interpretation. The final report was then compiled using MS-word after subjecting data into thorough analysis.

3.9.1 Model

Analysis of data used multiple regressions to test the research questions

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

Where,

Y= implementation of strategy in Kenyan government parastatals.

X1: Resource

X2: Corporate leadership

X3: Organizational Culture

X4: Organizational policies

β_0 is the constant or intercept while β_1 , β_2 , β_3 , and β_4 , are the corresponding coefficients for the respective independent variables. ϵ is the error term which represents residual or disturbance factors or values that are not captured within the regression model. The interpretation of X , β and ϵ is the same for the subsequent equations for testing the other study objectives. Interpretations are as stated above.

IV. RESEARCH RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter presents the results and discussion of the study findings, that is the analysis and findings of the study as set out in chapter three which is the research methodology and according to the objectives as highlighted in the first chapter. The chapter starts with the results of the pilot study, the descriptive statistics, and correlations conducted to test the relationship between variables, conditional test for multiple linear regressions and regression analysis of the variables. Data presentation in this chapter was based on the specific objectives of the study.

4.1.1 Response Rate

The researcher administered a total of 120 questionnaires and 70 were completed and returned. This represents a response rate of 58.3% as shown in Table 4.1. This response was good enough to give the findings of the study and therefore the researcher relied on them. However in that case, after filtering and cleaning of the data, it was eventually realized that 15 questionnaires had erroneous responses and were discarded leaving the researcher with 96 well filled questionnaires that proceeded to data analysis. The response was tabled in table 4.1.

Table 4.1: Response rate

Category	Frequency	Percentage
Completed and returned	70	58.3
Not returned	50	41.7
Total	120	100

4.2 Results of the Pilot Study

The Pilot test of the study was carried out prior to implementation of the study to ensure that the questionnaires measured what was intended (Cooper and Schindler, 2010). The researcher distributed 10 questionnaires to National Hospital Insurance Fund randomly selected before the actual study to test if the questionnaire met the required standards before subjecting it to the actual study. Reliability Test was done where Cronbach's Coefficient Alpha was used. A coefficient of 0.70 or more implies a high degree of data reliability which was the case with this study results which indicated that all the variables were reliable for the study (Mugenda & Mugenda, 2003). The items on each of the variables in the questionnaire were subjected to Cronbach's Coefficient Alpha test of all the items were found to be reliable for measurement because the reliability coefficient were found to be above the recommended threshold of 0.7 (Kline, 1999) and therefore accepted for the research as indicated in Table 4.2

Table 4.1: Reliability Tests

Constructs	Cronbach alpha	N items	Remarks
Human Resource	.701	6	Accepted
Corporate Leadership	.772	8	Accepted
Organizational Culture	.785	7	Accepted
Organizational Policies	.804	8	Accepted

Validity test was done to ensure that the degree with which a measurement procedure or a questionnaire measures the characteristic it is intended to measure (Lewis, 1999). These comprised, content, construct, and criterion validity (Orotho, 2009). Content validity was prepared by designing the questionnaires according to the study variables and their corresponding indicators of measurement; construct validity, was done through restricting the questions to the conceptualizations and operationalization of the variables and ensuring that the indicators of a particular variable fell within the same construct. The study therefore found that the data collection instrument was valid to rely on in this study.

4.3 Background Information

4.3.1 Gender

The data was taken on a monthly basis and the male gender represented 63.6% and the female representing 36.4% of the monthly applicants, this is explained by the fact that the male gender is dominating corporate sector and also the common truth that the men are the bread winners of their families.

Table 4.3: Gender

Category	Frequent	percentage
Male	35	63.6
Female	20	36.4
Total	55	100

4.3.2 Ages

Table shows that most of the respondents are over 40 years, those over 40 years were 45 representing 54.5% and those between 31years to 40 years were 30 representing 27.3% of the total applicants, while those below 30 years taking the lesser percentage. This has implication that most respondents are mature and therefore clear and valid information will be gathered from them.

Table 4.4 Ages

Category	Frequency	Percentage
Below 30yrs	10	18.2
31-40yrs	15	27.3
Above 40yrs	30	54.5
Total	55	100

4.3.3 Education Level

The researcher wanted to establish the level of education of the respondents. Table shows that 9% are PHD holders, 45.5% are degree holders and 27.3% of the respondents are diploma holders while 18.2% were master holders. The researcher therefore concluded that respondents were all intellectuals and that they would effectively assist in achieving the objective of the study. The table shows the responses concerning their level of education.

Table 4.5: Level of education

Education level	Frequency	Percentage %
PHD	5	9
Masters	10	18.2
Degree	25	45.5
Diploma	15	27.3
Total	55	100

4.4 Descriptive Analysis

4.4.1 Human resource Management

The researcher wanted to know the extent to which the researcher agreed with statements put to the respondents and the results were summarized in table 4.6

Table 4.6: Human Resource Management

Human Resource Management	Mean		Std. Deviation	Skewness	
	Statistic	Std. Error	Statistic	Statistic	Std. Error
The organization provide for proper utilization of human resources toward the implementation of strategy in public sector in Kenya	3.40	0.13	1.29	0.53	0.25
The organization allocates sufficient human resources toward the implementation of strategic plans in public sector in Kenya	2.65	0.11	1.12	-0.03	0.25
The organization monitors and audits all the human resources allocated toward the implementation of strategy in public sector in Kenya	2.50	0.12	1.20	0.14	0.25
The organization has well trained human resource to support implementation of strategy in public sector in Kenya	2.50	0.12	1.13	0.29	0.25
The resources allocated are utilized as per the set goals in our organization	2.55	0.11	1.06	0.07	0.25
The human resource personnel in our organization are qualified to enhance implementation of strategy	3.44	0.12	1.14	0.24	0.25

Organization providing for proper utilization of human resources toward the implementation of strategy in public sector in Kenya was the first statement that was put forth to the respondents regarding. Majority of the respondents agreed with the statement with a statistic mean of 3.40 and a standard error to the mean of 0.13 and a standard deviation of 1.29 as well as a statistic skewness of 0.53 with a standard error of 0.25. A standard error is the standard deviation of the sampling distribution of a statistic. Standard error is a statistical term that measures the accuracy with which a sample represents a population. In statistics, sample mean deviates from the actual mean of a population; this deviation is the standard error. The standard deviation in this case was 1.29 which was not large enough and therefore meant that the variable concentrated across the mean. In this case, the standard error of the mean provided a rough estimate of the interval in which the population mean was likely to fall. The standard deviation indicated the deviations of the desired variables from

the mean. The study found that the response was skewed towards the right with high concentration across the mean with a skewness of 0.53. This was an indication that proper utilization of human resources indeed led to an effective implementation of strategy in public sector in Kenya.

Moreover, fact that the organization allocates sufficient human resources toward the implementation of strategic plans in public sector in Kenya, the findings indicated that majority of the respondents agreed with the statement with a mean of 2.65 and a standard error of 0.11. In this case again, the standard deviation was 1.12 and a skewness of -0.03. The findings indicated that organization allocates sufficient human resources toward the implementation of strategic plan. Equally, the standard deviation was not so large, an indication that the variables concentrated along the mean. About the fact that the organization monitors and audits all the human resources allocated toward the implementation of strategy in public sector in Kenya, the respondents were neutral with a mean of 2.50 and a standard error of 0.12 and a standard deviation of 1.20. The finding also indicate appositive skewness of 0.14 with a standard error of 0.25. Furthermore, if the organization has well trained human resource to support implementation of strategy in public sector in Kenya, the respondents were also neutral with a mean of 2.50 and a standard error of 0.12 and a standard deviation of 1.13. About the fact that the human resource personnel in National Hospital Insurance Fund are qualified to enhance implementation of strategy, majority of the respondents agreed with a mean of 3.44 and a standard error of 0.12 and a standard deviation of 1.44. The finding also indicate appositive skewness of 0.24 with a standard error of 0.25. The research findings further reaffirm Olson et al (2005) who laments that human resource is important in strategy implementation. Their study argues that organizations successful at strategy implementation consider the human resource factor in making strategies happen. The findings also concur with those of Peng & Littleton, (2001) who laments that for effective implementation of the strategy in the organizations, a strategic thrust informing decisions about people management, the central involvement of line managers, and reliance upon a set of levers' to shape the employment relationship should be engaged.

4.4.2 Corporate leadership

The researcher posed statements to examine the extent to which respondents agreed or disagreed on the corporate leadership and the results were summarized in table 4.7

Table 4.7: Corporate leadership

Corporate leadership	Mean		Std. Deviation	Skewness	
	Statistic	Std. Error	Statistic	Statistic	Std. Error
The top leadership in our organization motivate employees towards the implementation of strategy	3.06	0.11	1.05	0.92	0.25
The top leadership our organization support employees and inspires them towards the implementation of strategy	2.55	0.12	1.17	0.41	0.25
The top leadership in our organization communicate to the employees about the organizations day to day Business in relation to implementation of strategy	3.82	0.13	1.23	0.24	0.25
The corporate leadership in our organization is innovative and competent in helping our organization implement strategy	3.00	0.12	1.22	0.04	0.25
The organization equips employees with relevant skills to enable them carry out strategic activities	2.63	0.11	1.11	0.37	0.25
The most important thing when implementing strategy is the top level management's commitment to the strategic direction	2.83	0.12	1.21	0.29	0.25
Corporate management is key actors in implementation of strategy since it has a pivotal role in strategic communication	2.64	0.12	1.13	0.36	0.25

The top leadership in National Hospital Insurance Fund motivate employees towards the implementation of strategy. Majority of the respondents agreed with a mean of 3.06 with a standard error of 0.11. A standard deviation of 0.11 is minimal with an indication that the variables were very close to the mean. The same findings indicated a standard deviation of 1.05. A standard deviation indicated the extent to which the variables differed from the mean value or the measure of dispersion. A value of 1.05 indicated that values concentrated across the mean. On the same note, the findings indicated skewness of 0.92 which indicated that values were positively skewed or towards agreement.

On the other hand, the researcher wanted to determine if the top leadership of National Hospital Insurance Fund support employees and inspires them towards the implementation of strategy. Respondents casted doubt on the same statement and therefore were neutral with a mean of 2.55 which had a standard error of 0.12. As usual, this standard error is not large enough again with a standard deviation of 1.17 and indication that the measures surrounded the mean.

About the fact that the top leadership of National Hospital Insurance Fund communicate to the employees about the organizations day to day Business in relation to implementation of strategy, majority of the respondents agreed with a mean of 3.82 and a standard error of 0.13 and a standard deviation of 1.23. The finding also indicate appositive skewness of 0.24 with a standard error of 0.25. Respondents in this case indicate that top leadership of National Hospital Insurance Fund communicate to the employees about the organizations day to day Business in relation to implementation of strategy,

The findings indicate that majority of the respondents strongly agreed with a mean of 3.00 that had a standard error of 0.12 that corporate leadership of National Hospital Insurance Fund is innovative and competent in helping the organization implement strategy. The same finding has standard deviation of 1.22 and a slight positive skewness of 0.04.

The researcher also wanted to determine whether the organization equips employees with relevant skills to enable them carry out strategic activities. Majority of the respondents agreed with the statement with a mean of 2.63 and a standard deviation of 1.11 which was positively skewed. The findings concur with those of Asghar, (2010), who argues that corporate leadership in all business and organizational activities can enhance implementation of strategy in the organization through getting employees together to accomplish desired goals and objectives efficiently and effectively. The study findings add to the observation of Craig (2009) who pointed out that since organizations can be viewed as systems, corporate leadership can also be defined as human action, including design to facilitate the implementation of strategy of useful outcomes, a view that opens the opportunity to manage oneself which is a pre-requisite to attempting to manage others. The rest of the results have been summarized in the table above.

4.4.3 Organizational Culture

The researcher posed statements to examine the extent to which respondents agreed or disagreed on the organizational culture and the results were summarized in table 4.8

Table 4.8: Organizational Culture

Organizational Culture	Mean		Std. Deviation	Skewness	
	Statistic	Std. Error		Statistic	Std. Error
Organization encourage mentorship for improving its performance	3.55	0.11	1.11	0.36	0.25
Organization encourage cross functional groups in achieving effective strategy implementation	2.52	0.11	1.11	0.72	0.25
Organization has values that enhance employees' performance toward strategy implementation	2.71	0.13	1.26	0.28	0.25
Our culture encourages employees' loyalty and sense of belonging toward strategy implementation	2.41	0.09	0.89	0.29	0.25
Employee's creativity and innovativeness in enhanced toward strategy implementation in our organization	1.66	0.10	1.00	1.25	0.25
Organization has supportive culture that overcome internal resistance to change	2.66	0.13	1.27	0.68	0.25
Employees are well informed of new strategies to reduce resistance in our organization	2.88	0.11	1.10	0.89	0.25

Organization encourage mentorship for improving its performance. Majority of the respondents agreed with the statement with a mean of 3.55 and a standard deviation of 1.11 which was also positively skewed. This was an indication that National Hospital Insurance Fund encourage mentorship among the respondents. On the other hand, the researcher wanted to know whether the organization encourage cross functional groups in achieving effective strategy implementation. Respondents were neutral on this with a mean of 2.52 and a standard deviation of 1.11 with a positive skewness. This was an indication that they neither agreed nor disagreed with the statement thus creating doubt. Organization has values that enhance employees' performance toward strategy implementation. The findings indicated that majority of the respondents agreed with the statement with a mean of 2.71 with a standard deviation of 1.26 and a positive skewness. This was an indication that organization has values that enhance employees' performance toward strategy implementation. Further, the researcher went ahead to determine whether the culture of National Hospital Insurance Fund encourages employees' loyalty and sense of belonging toward strategy implementation. The findings indicated that majority of the respondents disagreed with the statement with a mean of 2.41 and a standard deviation of 0.89 meaning that the variables concentrated along the mean and therefore did not have a wide dispersion. Majority of the respondents agreed with the statement with a mean of 2.66 and a standard deviation of 1.27 that organization has supportive culture that overcome internal resistance to change. Finally, employees are well informed of new strategies to reduce resistance in the organization. The findings indicated that majority of the respondents agreed with a mean of 2.88 and a standard deviation of 1.10 positively skewed. The findings concur with those of Nyakeriga, (2015) who laments that institutions that remain flexible are more likely to embrace change and create an environment that remains open to production and communication. This provides a model that welcomes cultural diversity and helps clarify implementation of strategy. The study findings also add to the observation of Bhimani & Longfield-Smith (2007) who state that clear and well-constructed institutional policies have beneficial effect on favorable execution of strategy.

4.4.4 Organizational policies

The researcher posed statements to examine the extent to which respondents agreed or disagreed on the corporate leadership and the results were summarized in table 4.9

Table 4.9: Organizational policies

Organizational policies	Mean		Std. Deviation	Skewness	
	Statistic	Std. Error	Statistic	Statistic	Std. Error
The top leadership in our organization motivate employees towards the implementation of strategy	3.63	0.06	0.60	0.39	0.25
The top leadership our organization support employees and inspires them towards the implementation of strategy	3.51	0.08	0.75	0.11	0.25
The top leadership in our organization communicate to the employees about the organizations day to day Business in relation to implementation of strategy	3.84	0.08	0.79	1.18	0.25
The corporate leadership in our organization is innovative and competent in helping our organization implement strategy	4.05	0.09	0.85	1.04	0.25
The organization equips employees with relevant skills to enable them carry out strategic activities	3.80	0.09	0.90	0.74	0.25
The most important thing when implementing strategy is the top level management's commitment to the strategic direction	3.88	0.10	0.94	0.67	0.25
Management's commitment is a positive signal for organization to enhance strategy implementation	3.96	0.09	0.89	0.82	0.25

The top leadership in National Hospital Insurance Fund motivate employees towards the implementation of strategy was strongly agreed by majority of the respondents with a mean of 3.63 and a standard deviation of 0.6 with a positive skewness. This indicated that for National Hospital Insurance Fund to enhance the implementation of strategy, it should motivate their employees more. Equally, majority of the respondents agreed to the statement that the top leadership in

National Hospital Insurance Fund support employees and inspires them towards the implementation of strategy with a mean of 3.51 and a standard deviation of 0.75 and positive skewness. On the other hand majority of the respondents also agreed to the statement that the top leadership in National Hospital Insurance Fund communicate to the employees about the organizations day to day Business in relation to implementation of strategy with a mean of 3.84 and a standard deviation of 0.79 and a positive skewness of 1.18. Using these statements, it can be noted that it good for organization to communicate to the employees about the organizations day to day Business. On the other hand, majority of the respondents agreed with a mean of 4.05 and a standard deviation of 0.09 that the corporate leadership in the organization is innovative and competent in helping their organization implement strategy. The study findings add to the findings of the study by Olson (2005) who states that strategy implementation can be enhanced in the organizations through effective formal rules and procedures that lead to increased efficiency as well as lowering administrative costs. The findings also concur with those of Robison (2004) who laments that organizational policy provides the overall framework for strategy formulation and implementation and that that adjusting organizational structure according to perfect strategy can ensure successful strategy implementation.

4.5 Correlation Analysis

As indicated in the table above, there was a moderate positive correlation between human resource and implementation of strategic in Kenyan government parastatals, corporate leadership and implementation of strategic in Kenyan government parastatals, organizational culture and implementation of strategic in Kenyan government parastatals. And finally organizational policies and implementation of strategic in Kenyan government parastatals. This indicates that an increase in the four study variables lead to the implementation of strategy in Kenyan government parastatals. The findings of this study are consistent with those found by Rajasekar (2014) who contended that they is significant relationships between the determinants and the implementation process, but the extent of the determinant's influence varies from the most effective to the least effective determinants.

Table 4.10: Correlations Analysis

		HR	CL	OCI	OP	IS
HR	Pearson Correlation	1	.909**	.862**	.327*	.814**
	Sig. (2-tailed)		.000	.000	.015	.000
	N	55	55	55	55	55
CL	Pearson Correlation	.909**	1	.937**	.319*	.853**
	Sig. (2-tailed)	.000		.000	.018	.000
	N	55	55	55	55	55
OC	Pearson Correlation	.862**	.937**	1	.342*	.877**
	Sig. (2-tailed)	.000	.000		.011	.000
	N	55	55	55	55	55
OP	Pearson Correlation	.327*	.319*	.342*	1	-.562**
	Sig. (2-tailed)	.015	.018	.011		.000
	N	55	55	55	55	55
IS	Pearson Correlation	.814**	.853**	.877**	-.562**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	55	55	55	55	55

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

* . Correlation is significant at the 0.05 level (2-tailed).

4.6 Regression Analysis Results

A multiple linear regression analysis was performed to test the effect of the independent variables on the dependent variable. The average ratings for the four independent variables were used as the indicators for input into the regression model. The coefficient of determination and standard error of the regression model is indicated in Table 4.11. Results in Table 4.11 indicate that the adjusted r^2 was 0.847 indicating that the independent variables explained 84.7% of the on the implementation of strategic in Kenyan government parastatals. This indicates that the model had good explanatory power.

Table 4.11: Regression Model Parameters

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.927 ^a	.858	.847	.44145

Further, the regression output in Table 4.12 presents the source of variance, mean of variances and the f value. The results indicate that the overall model was significant and could provide important results. This indicates that the model could provide some predictive significance and was a good fit.

Table 4.12: Analysis of Variance of the Regression

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	59.092	4	14.773	75.805	.000 ^b
	Residual	9.744	50	.195		
	Total	68.836	54			

Further, the regression output on significance of the independent variables is presented in Table 4.13 below

Table 4.13: Significance of Independent Variables

Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	692	.033		.000	.000
	Human Resource	.892	.087	.814	10.193	.002
	Corporate leadership	.969	.082	.855	11.889	.001
	Organizational Culture	.683	.078	.877	13.312	.004
	Organizational policies	-.616	.124	.562	4.950	.002

The results in Table 4.13 indicate that human resource significantly and positively influenced the implementation of strategy in Kenyan government parastatals. This implies that human resource is important in strategy implementation. Organizations successful at strategy implementation consider the human resource factor in making strategies happen. Further, they realize that the human resource issue is really a two part story. First, consideration of human resources requires that management think about the organization's communication needs.

Further, corporate leadership has a significant and a positive influence on the implementation of strategy in Kenyan government parastatals. This implies that the role of organizational leadership is of fundamental importance to the implementation of strategic plan and success of organizations.

Leadership plays a very important role in public sectors since it is responsible for defining strategies and designs the organization's path to be more effective and efficient in implementation of strategic plan

Organizational Culture had significant and a positive influence on the implementation of strategy in Kenyan government parastatals given by multiple linear regression model which revealed that organizational culture is significantly and positively affect implementation of strategy in Kenyan government and thus for every unit increase in organizational culture lead to increase in the implementation of strategy in Kenyan government parastatals by 68.3%.

Organizational policies had a significant and positive influence on the implementation of strategy in Kenyan government parastatals. Formal rules and procedures lead to increased efficiency and lower administrative costs. Firms with fewer formal procedures are often referred to as organic (Olson & Slater, 2002). Organic firms encourage horizontal and vertical communication and flexible roles. High-tech businesses frequently utilize a relatively stable substrate of formal structure and then overlay this base with temporary project teams and multi-functional groups. The net effect is to achieve the efficiency of a functional organization and the market effectiveness of a divisional form

V. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter provides a summary, discusses findings, and offers conclusions, gives recommendations and suggestions for further findings based on the objectives of the study. It comes after identifying the background, problem at hand and the objectives in chapter one, followed by an in-depth literature review done in chapter two. Chapter three set out the methodology that the study used to collect data as well as laying out the analysis methods that were used. Chapter four then analyzed the data obtained from the research instruments.

5.2 Summary of the findings

5.2.1 Human Resource

The study established that proper utilization of human resources led to an effective implementation of strategy in public sector in Kenya. The study also established that National Hospital Insurance Fund allocates sufficient human resources toward the implementation of strategic plans in public sector in Kenya. About the fact that the organization monitors and audits all the human resources allocated toward the implementation of strategy in public sector in Kenya, the study established that the respondents were neutral. Furthermore, the study established that the respondents were neutral on the question posed on them regarding National Hospital Insurance Fund having well trained human resource to support implementation of strategy in public sector in Kenya. Finally, the study established that the human resource personnel in National Hospital Insurance Fund are qualified to enhance implementation of strategy.

5.2.2 Corporate leadership

The study established that top leadership in National Hospital Insurance Fund motivate employees towards the implementation of strategy. The study also established that top leadership of National Hospital Insurance Fund communicate to the employees about the organizations day to day Business in relation to implementation of strategy. Furthermore; the study established that corporate leadership of National Hospital Insurance Fund is innovative and competent in helping the organization implement strategy. Also; the study established that However, the study established that top leadership of National Hospital Insurance Fund do not support employees and inspires them towards the implementation of strategy.

5.2.3 Organizational culture

The study established that National Hospital Insurance Fund encourage mentorship for improving its performance. The study also established that respondents were neutral on the question regarding whether the organization encourage cross functional groups in achieving effective strategy implementation. Furthermore; the study established that organization has values that enhance employees' performance toward strategy implementation. Also; the study established that culture of National Hospital Insurance Fund do not encourages employees' loyalty and sense of belonging toward strategy implementation. Finally, the study established that employees are well informed of new strategies to reduce resistance in the organization.

5.2.4 Organizational policies

The study established that the top leadership in National Hospital Insurance Fund motivate employees towards the implementation of strategy. The study also established that the top leadership in National Hospital Insurance Fund support employees and inspires them towards the implementation of strategy. The study further established that the top leadership in National Hospital Insurance Fund communicate to the employees about the organizations day to day Business in relation to implementation of strategy. The study also established that corporate leadership in the organization is innovative and competent in helping their organization implement strategy.

5.3 Conclusion

5.3.1 Human Resource management

The study concluded that human resource management significantly and positively influenced the implementation of strategy in Kenyan government parastatals. This implies that human resource is important in strategy implementation. Organizations successful at strategy implementation consider the human resource factor in making strategies happen.

5.3.2 Corporate leadership

The study concluded that corporate leadership has a significant and a positive influence on the implementation of strategy in Kenyan government parastatals. This implies that the role of organizational leadership is of fundamental importance to the implementation of strategic plan and success of organizations.

5.3.3 Organizational culture

Regarding organizational culture, the study confirms that organizational culture influence implementation of strategy in Kenyan government parastatals given by multiple linear regression model which revealed that organizational culture is significantly and positively affect implementation of strategy in Kenyan government and thus for every unit increase in organizational culture lead to increase in the implementation of strategy in Kenyan government parastatals by 68.3%.

5.3.4 Organizational policies

The study concluded that organizational policies had a significant and positive influence on the implementation of strategy in Kenyan government parastatals. Formal rules and procedures lead to increased efficiency and lower administrative costs. Organic firms encourage horizontal and vertical communication and flexible roles.

5.4 Recommendations of the study

5.4.1 Human Resource

The study recommends that human capital, among other organizational resources, should be considered to be unique as one of the major contributors towards performance, since it was found to be positive and significant. Therefore, the human resources managers need to put more effort by investing in people through training and development to enhance knowledge and skills that will enable them identify factors that improve performance in the hotel industry in Kenya.

5.4.2 Corporate leadership

The study established that corporate leadership influence implementation of strategic in Kenyan government parastatals and it is recommended that the company leadership should have strong corporate leadership s through continuance learning of new methods and to keep up with the changes in the environment in order to ensure commitment of the employees. The leaders should display a consultative and participative leadership competence which entails treating all employees with respect, trusting them to do their work, listening to the opinions of the employees, and encouraging employees to learn from their mistakes through training and by guiding them in the right direction. It is therefore recommended that the leadership explicitly communicate the goals, vision and future direction of the company to the employees.

5.4.3 Organizational culture

Organizational policies was found in this study to be one of driving force of the implementation of strategy in Kenyan government parastatals. Therefore, the study recommends that the organization conduct research on its culture to identify it and to come up with alignment procedures so that it does not hinder strategy implementation. This will help the planning department to guard against the possible adverse effects of organizational culture on strategy implementation

5.4.4 Organizational policies

The finding reflected the importance of processes and policies in the successful implementation of strategies in Kenyan government parastatals. Therefore it is recommended that creativity, innovation, and perception in relation to organization policies should be enhanced in the Kenyan Government Parastatal to improve on the implementation of strategies.

5.5 Suggestions for Further Research

This study was conducted at a single Government Parastatal which is National Hospital Insurance Fund. It is recommended that further studies be conducted in other Government Parastatals and consider other factors that might influence Kenyan government parastatals. This study focused on staffs of Kenyan government parastatals, it is also recommended that further studies be conducted focusing independently on how each independent variable influence the implementation of strategy in Kenyan government parastatals. Future research should include larger sample size to analyze the in-depth relationship. Studies could be conducted on other sector i.e. banking or manufacturing sector to study if relationship differs in different setting. Researcher used quantitative research future researchers can adopt other research instruments to investigate the relationship further.

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