



INFLUENCE OF STRATEGY IMPLEMENTATION FACTORS ON ORGANIZATIONAL PERFORMANCE: A CASE OF NATIONAL HOSPITAL INSURANCE FUND, MACHAKOS COUNTY BRANCH

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ABSTRACT

The general objective of the study was to determine the influence of strategy implementation factors on the performance of the NHIF, Machakos county branch. The variables studied included organizational structure, organizational culture, organizational leadership and organizational resources as they influence the performance of NHIF, Machakos county branch. The study was anchored on four theories, namely organizational culture theory, organizational leadership theory, Hagin's Eight Model and the Resource based view theory. The study adopted a descriptive survey study design. The target population comprised 30 staff members in Machakos county NHIF Branch. In this study 26 of the respondents returned their questionnaires dully filled. A semi-structured questionnaire was used to collect the data required for analysis. The research instrument was administered by the through email and analysed using SPSS. From the study findings the study established a positive significant relationship between all the strategy implementation factors and the performance of the NHIF Machakos County. The study findings established the existence of and a significant correlation between organizational structure and strategy implementation. The findings established a positive relationship between organizational leadership and strategy implementation. The study also established a positive significant relationship between organizational culture and strategy implementation. Lastly the study found the existence of a highly significant positive correlation between organizational resources, strategy implementation and organizational performance. The study concluded that NHIF needed to get rid of the culture of inefficiency and promote the culture of employee involvement in decision making and improve on resource allocation timelines and adequacy. The study further recommended that NHIF should align its organization structure with its organization strategy for improved performance. The study also recommended that NHIF should adopt a wide span of control in its management practice in strategy implementation for improved performance.

Key Words: *Organizational Structure, Organizational Culture, Organizational Leadership, Organizational Resources*

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INTRODUCTION

The essence of strategy is to facilitate a competitive advantage within which organizations implement planned objectives. The term strategy has been used in many organizations to depict organizational processes and the outcomes of long range directions (Kibicho, 2015). Strategy is also described as the balance of activities and the alternatives that arise between inbuilt capabilities and the outward surroundings of the organization. In this perspective strategy connotes a plan, pattern ,trick, position and perspective (Muchira, 2013). Furthermore, strategy implies a conscious, planned activity aimed at the achievement of organizational mission leading to performance. Waithaka (2017), contents that strategy constitutes an assessment of the potential impacts of the business environment both internal and external. The classical strategic management thought posits that strategy is a well-intended process, introduced to the organization by top management and is anchored on industry analysis to guarantee the matching of the mission of the organization to the practices in operation (Rosnah,Sorooshian, Norzima,& Yusof, 2010).

Strategy implementation constitute a combination of factors involving putting up suitable organizational structures, voting in required resource requirements, introducing leadership direction and providing leadership for strategy implementing team (Kibicho, 2015).Strategy implementation in modern organizations is a continuously activity as it is the process of fitting activities to strategy to gain product and service competitiveness. Strategic management research evidence confirm that strategy implementation has a significant effect on organizational performance .This makes strategy implementation a critical element in the achievement of organizational performance (Mango, 2014).Strategy implementation constitutes the operationalization of critical factors necessary for successful organizational performance including organizational structure, organizational culture ,leadership and organizational resources among

others (Njagi & Kombo 2014).Kofi and Zakari (2010) affirm that organizational performance is the outcome of combined essential strategic factors that trigger planned activities into motion and hence performance of the organization. Strategy implementation involves an interactive work of taking actions, reconciling and adopting organizational strategy implementation dimensions to expected performance (Kibicho, 2015).

Strategic management scholars argue that the degree of strategy implementation alignment resulting from strategic factors including structure ,culture and leadership among others determines the level of performance of the organization (Johnson *et al.* 2008). Past studies have shown that effective implementation of strategy is likely to lead to improved performance. Successful strategy implementation rests on consensus between structure, culture, leadership and resource combination (Asutay *et al.* 2013). This current study focusses on critical strategy implementation factors affecting organisational performance without which performance of organization may not be admirable. The motivation in this research is that despite numerous strategic plans existence and being implemented in the NHIF, performance of the health service provider continues underperform. The inadequacy in performance is attributable to strategy implementation factors which is operationalized to organizational structure, organizational culture, organizational leadership and firm specific resource combinations.

Scholars in strategic management have continued to affirm that performance is a derivative of strategy implementation and that it can be measured at all levels of the organization (Njagi & Kombo 2014). In this study, strategic performance has been conceptualized according to known measures of performance in the National Hospital Insurance Fund, seen through customer experience, registration and compliance, financial resource efficiency and product and service quality. This research will employ the balanced score card model

to measure performance of the NHIF through the known measures identified.

The NHIF was established under cap 255 of the laws of Kenya in 1966 as a department in the ministry of health to provide health insurance in Kenya. The NHIF was specifically was then meant for those government and private formal employment. The government entity was later restructured to cater for those people in Kenya in the informal sector. The main ethos of this move was to make sure that an increasingly more people in Kenya can get more affordable, quality and effective health care provision (Wangari, 2011). This understanding and reality called for the redesigning of the Kenyan health care model and approach and confirm that the National Hospital Insurance Funds can advance health care services that deliver the best value of money to their customers both through its well-endowed and through contractual agreements with outsourced service providers. For quite a long time the NHIF has been slow to move from its traditional service provision since its inception in 1966. However, it has of late attained the courage and speed to bring changes in the way of doing business. This has been necessitated by the increase in the agency customers getting to a high of 6 million members (Muthoni, 2017). This growth in registration has been catalysed by a drift of health care focus from selected few who can afford to universal health coverage for all irrespective of the economic cadre the customers are placed in the social stratification parameters. The ignition of this change in approach has been spearheaded United Nations Millennium Development Goals and the Sustainable Development Goals aimed at ensuring universal health care for wellbeing of all citizens for all ages. It is upon this backdrop that the NHIF that has been pursuing providing universal health coverage as one of its key aims set out in Kenya's health sector strategy through proper implementation presented in the NHIF Strategic Plan 2018-22 and under implementation (Muthoni, 2017).

Statement of the Problem

Inadequacy in organizational performance attributable to strategy implementation has been a common feature in many organizations worldwide. Empirical evidence from strategic management research has shown that many organizations plough a lot of efforts into strategy formulation with little emphasis strategy implementation leading to massive performance failures in these organizations (Njagi & Kombo, 2014). NHIF has planned and implemented several strategic plans including 2009 – 2014, 2015- 2018 and now is implementing the 2018- 2022. However, the health insurer has had problems attaining the desired target outputs and outcomes at every strategic endeavour for each period attributable to implementation issues (Wangari, 2011). This is evidenced by the ever increasing need for better services from the customer base. The continued review of the strategic plans overtime in successive years further shows a need for strategy implementation improvement for service delivery. This therefore raises a study gap and hence a need for a scientific study to establish potential contributory strategy implementation factors and their relationship with the performance (NHIF). Studies on factors strategy implementation factors on performance have been carried out in many organizations by different scholars giving out mixed results. A study by Mbaka and Mugambi (2014) has established that organizational culture, structure and leadership have mixed influence on firm performance. Existing empirical evidences cited herein in the literature review affirm that many studies have been carried out in Kenya on strategy implementation across the Kenyan industrial scene. For example research on influence of strategy implementation has been done in the sugar, construction, police service, education and the banking industries. However, few of these studies have been done on investigating the effect of strategy implementation factors on the performance of the health insurance, specifically NHIF Machakos County branch. This

research therefore sought to establish the influence or the relationship between strategy implementation factors on the performance of National Hospital Insurance Fund, Machakos county branch. The current study therefore investigated the relationship between strategy implementation factors on performance with specific interest in structure, culture, leadership, and resources on the performance of the National Health Insurance Fund, Machakos County branch.

Research Objectives

The general objective of this research was to find out the influence of strategy implementing factors on the performance of the National Hospital Insurance Fund (NHIF), Machakos County branch. The specific objectives were;

- To determine the influence of organizational structure on the performance of NHIF Machakos County branch
- To establish the effect of organizational culture on the performance of NHIF Machakos County branch
- To investigate the influence of organizational leadership on the performance of NHIF Machakos County branch
- To examine the influence of organisational resources on the performance of NHIF Machakos County branch

LITERATURE REVIEW

Organizational Culture Theory

This theory was advanced by Schein in (1985). This theory postulates that culture determine the success or failure of organizations. Empirical evidence on the influence of culture on strategy implementation factor on performance indicate that organizational culture represents the collective values, beliefs and principles of organizational members which in turn presents an opportunity for the organization to perform better in given environmental presentations (Akinyi, 2015). Academic literature on the influence of

culture on organizational performance advance the idea that differing cultures as well as subcultures make the distinctions in organizational performance. Although a company may have its own unique culture, larger organizations often have co-existing or conflicting subcultures because each subculture is linked to a different management team (Ayiecha, 2014). This theory however did not exhaust all the aspects of culture inherent in organisations. There are most aspects of culture than what the theory presupposes. The application of this theory is that culture is the fabric that binds organizations and will likely be an influencing force in the performance of the NHIF, Machakos. This view is challenge by the view of strategy scholars who postulate that culture may not necessarily have any significant influence on strategy implementation and performance.

Organizational Leadership Theory

Leadership theory was advanced by Greenleaf (1996). The theory is widely described as one of the key drivers of effective strategy implementation. According to this theory, leadership is defined as the leader's ability to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary. Strategic leadership is multifunctional, involves managing through others, and helps organizations cope with change that seems to be increasing exponentially in today's globalized business environment. The Authoritarian Style of management behaviour is often based on the assumption that the power of managers is derived from the position they occupy and that people are innately lazy and unreliable. The Democratic Style assumes that the power of managers is granted by the group they are to lead, and that people can be basically self-directed and creative at work if properly motivated. This theory however, does not express other factors that are likely to dictate the kind of leadership style. For instance the theory does not consider environmental, social economic and political factors that are likely to inform leadership styles and the likely influence on the led.

Organizational Higgins's Eight S Model

This Higgins Eight model was conceived by Higgin in (2005). The theory postulates that the business executives should strive to align the organizations cross functional organizational factors such as structure, system and processes, leadership style, staff, resources and shared values with the new strategy implementation for improved performance. The theory holds the view that structure, culture leadership and resources must be aligned to strategy to achieve planned performance targets. Higgins (2005) affirms that management must ensure that an organization has access to sufficient resources, structure, leadership and the right culture to move toward successful strategy implementation and improved performance. Resources include people, money and technology and other management systems. Furthermore shared cultural values on the whole corporate structure is critical for improved performance. Empirical studies affirm that a company's culture acts as the organizational glue that puts people together, thus affecting the degree to which a strategy is with synergy implemented successfully with commensurate improved performance of the organization (Muthoni, 2017). This theory in itself ignores the reality that alignment is a process and does not provide express approaches as to how soon alignments can be put in place. The theory does not foresee the fact that alignments can be desired only months into implementation thereby requiring immediate resource allocation to re-plan which may not be realistic. The application of this theory is that structure, culture leadership and resources which are pillars of the theory equally apply to NHIF for concerted strategy implementation and performance.

The Resource Based Theory

The Resource-Based View theory was advanced by Penrose (1952). The theory was later reviewed by Wernerfelt (1984). The theory emphasizes the firm's resources are the basic strategy implementing factors that determine the level of

competitiveness and performance of the organization. The Resource based theory adopts two assumptions in analysing sources of competitive advantage (Barney, 2006). Firstly, the theory assumes that firms within an industry may be heterogeneous with respect to the collection of resources that they are in charge. Resource heterogeneity or uniqueness in this theory is seen as an important condition for a resource combinations bringing about a competitive advantage over others. Strategic management empirical literature has established that firms in the market do not have the same stock of resources and that no strategy is available to one firm that would not also be available to all other firms in the market. The RBV is therefore an efficiency-based explanation of performance differentials are viewed as derivatives from rent differentials, attributable to resources having intrinsically different levels of efficiency (Wang *et al*, 2010).

Empirical Literature Review

Rosnah, Norzima and Sorooshian (2016), examined the influence of strategy implementation drivers in Malaysian public institutions established that that structure of an organization is aimed at breaking down how work is to be carried out in business units and functional departments. The study further found a positive correlation between culture and organizational performance. Rosnah *et al.*, (2016), established positive correlations between structure and strategy implementation. This study however was not conclusive if there are other factors affecting strategy implementation. A study by Casey (2017) on influence of culture on strategy implementation in business organizations established that successful strategy implementation depends on firm structural arrangement. This study therefore found that there is a positive significant relationship between culture and strategy implementation. Kakunu (2015), in a descriptive study on the influence of strategic practices the performance of commercial banks in Kenya established a significant positive correlation between structure and strategy implementation.

The study by Alharthy et al., (2017) further established that organizations alignment to strategy and structure had a positive correlation with performance. However the study found that there are other internal factors besides structure that affect strategy implementation and hence performance of the organizations. A study by Muthuiya (2004) on strategy implementation in African Medical Research and Education Foundation found out that the organization encountered challenges on inadequate resources and that process and structure had a positive significance on performance. However this research was not conclusive on other factors with the potential of affecting strategy implementation and organizational performance.

Akinyi (2015) in a descriptive study on the impact of culture in the University of Nairobi found out that culture is the most difficult organizational attribute to change, outlasting organizational products, and services. This study specifically established that involvement had positive correlation with organizational performance. Alharthy, Rashid and Khan (2017) in a study of strategy implementation drivers in Malaysian companies established a positive relationship between cultures and organizational performance. Alharthy *et al* further found that culture manifests from several stand points and positively influence the performance of organizations. Joel (2016) in the study of strategy implementation in Diamond bank in Kenya affirms the findings of Alharthy *et al.* (2017) by establishing that that there exists a positive relationship between culture of involvement and strategy implementation, hence firm performance. A case study by Akinyi (2015) on the influence of culture in the performance of the University of Nairobi is in agreement with Alharthy et al (2017) that culture is manifests thorough many behavioural aspects ranging from ranging from dressing codes, behaviour, interaction with external customers, slogans, mission statements and other operational attributes all of which have a positive correlation with performance. Genc, (2018) in a descriptive

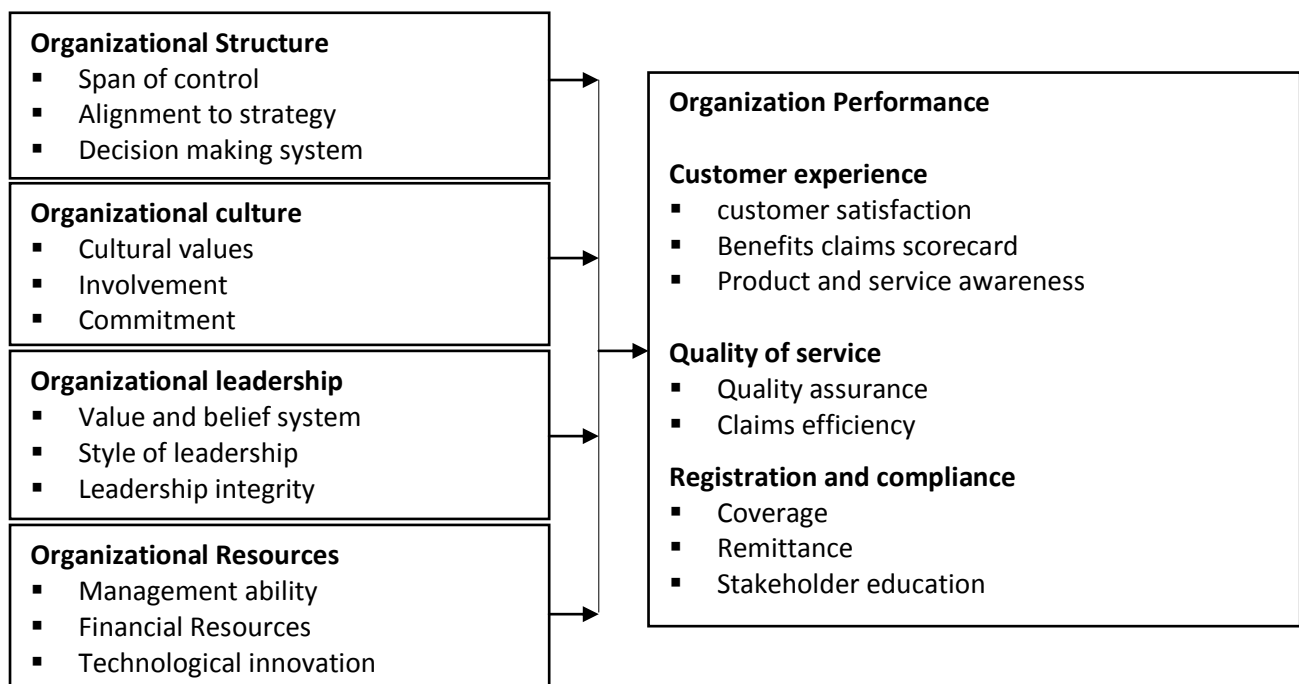
study on culture and strategy implementation in Turkish Local Government Authorities established a positive significant relationship between culture and firm performance in Turkish government operations. Magiri *et al.* (2018) in descriptive survey on the factors influencing firm performance in the Kenya Police force found a positive influence of involved decision-making, strategy implementation and overall performance of the Government essential service providers. This study however limited cultural aspects critical to firm performance to patterns of behaviour, beliefs and values which and yet there are other cultural issues potentially capable of influencing strategy implementation.

Wang *et al.* (2010) in a study on impact of leadership styles in Chinese companies established a positive correlation between organizational leadership culture, strategy direction and performance of business organizations. Palladan, Chong and Abdulkadir (2016) in a study on the effect of leadership in tertiary institutions in Nigeria established a positive relationship between leadership structure on strategy implementation and organizational performance. The studies by Wang *et al.* (2010) and Palladan et al (2016) were carried out on different geographical contexts and likely to present different results in the Kenyan context. Kombo (2014) in his study on factors affecting the performance of commercial banks in Kenya found that organizational leadership is positively related to strategy implementation and organizational performance. This study by Kombo (2014) point out that companies that adopt a participative leadership style are best aligned for successful strategy implementation and improved organizational performance. Kihara, Bwisa and Kihoro (2016) in a study of the effect of leadership styles in medium sized manufacturing firms in Thika in agreement with Kombo (2014) found out that leadership styles have positive correlation with strategy implementation and organizational performance. On influence of leadership and strategy implementation, Kihara *et al.* (2016) further established that leadership commitment

was highly correlated with strategy implementation across many business organizations.

A descriptive study by Magiri *et al.* (2018) in a study of factors affecting strategy implementation established a positive correlation between financial resources and organizational performance. The study further found that adequacy in resource allocation having a high correlation with strategy implementation success. Magiri *et al.* (2018) further found that organizations achieve 63percent strategy implementation success rate as a result of resource allocation concentration. Njagi and Kombo (2014) in a study of effect of strategy implementation and performance of commercial banks in Kenya established a positive correlation between organizational resources and the

performance of commercial banks in Kenya. However, the studies by Magiri *et al.* (2018) and Njagi and Kombo (2018) were not conclusive on which specific resources contributed significantly than others. Palladan *et al.* (2016) in a descriptive study on influence of strategy implementation in tertiary institutions in Nigeria established a positive correlation between firm resources and the performance of the organization. This finding is confirmed by Mango (2014) a cross-sectional study of Public Schools in South Africa which found a positive correlation between resources and organizational performance. This study by Mango (2014) further established that poor resource allocation was the main reasons behind unsuccessful strategy execution in industry today.



Independent Variables

Dependent variable

Figure 1: Conceptual Framework

Source: Author 2020

METHODOLOGY

This research employed a descriptive survey study design. The study further used a census survey methodology to get primary data from all the members of NHIF Machakos branch. The target population of study was all the employees of the National Hospital Insurance Fund, Machakos county

branch. The subjects of study were drawn from the different departments that make up NHIF Machakos including Managers, registration and compliance officers, accounting officers, Claims and benefits officers, quality assurance, procurement, Information technology, auditors and customer relations officers in NHIF, Machakos branch. This

research collected primary data for analysis. The researcher used a semi structured questionnaire tool to collect the primary data from the National Hospital Insurance Fund, Machakos branch. The researcher in this study measured content and construct validity. The statistical package for Social Scientists (SPSS) was used to analyse both quantitative and quantitative data collected using the data collection instrument.

RESULTS

Influence of Structure as a Strategy Implementation Factor on the performance

The researcher sought to establish the effect of organizational structure as a strategic factor on performance of National Hospital Insurance Fund, Machakos County Branch in Kenya. Table 1 below gave the findings of the study.

Table 1: Influence of organizational Structure on performance

Statement	1	2	3	4	5	M	SD
	%	%	%	%	%		
Our organization adopts a wide span of control in strategy implementation positively affects our performance.	11.5	7.7	7.7	30.8	42.3	3.85	1.377
Our organization adopts a narrow span of control in strategy implementation positively affecting our performance.	38.5	19.2	7.7	19.2	15.4	2.54	1.555
The organization structure has an alignment with our organization strategy positively affect our performance	7.7	15.4	7.7	46.2	23.1	3.62	1.235
Decision making structure adopted by our organization is supportive of strategy implementation and helps improve our performance.	26.9	11.5	7.7	34.6	26.9	3.08	1.547
Structural top down communication adopted by our organization in strategy implementation negatively affects our performance	3.8	15.4	11.5	30.8	38.5	3.85	1.223
Structural alignment with strategy adopted by our organization in strategy implementation positively affects our performance.	23.1	23.1	15.4	7.7	30.8	3.00	1.600

From the research findings, majority of the respondents agreed that NHIF organization structure is aligned with the organization strategy implementation as shown by a mean of 3.62 and a percentage significantly affects the performance. From the findings, decision making structure adopted by the organization had mixed results, with 26.9 percent disagreeing while 26.9 agreed. This meant that the decision making structure at times is supportive or unsupportive of strategy implementation and helps improve our performance as shown by a mean of 3.62. At the same time, majority of the respondents strongly agreed that a wide span of control adopted by NHIF during strategy implementation has a significant relationship with the performance of the organization as shown by a mean of 3.85. From the

findings of the study, the respondents interviewed said that structural top down communication adopted by NHIF in strategy implementation negatively affects organizational performance as shown by a mean of 3.00 and that structural alignment with strategy adopted by our organization in strategy implementation affects positively our performance.

Further, majority of the respondents strongly agreed that a narrow span of control adopted by our organization in strategy implementation has a significant relationship with the performance of NHIF as shown by a mean of 2.54. From these findings the study found that there was a positive significant correlation of structure on the

organization with an aggregate mean of 19.52 and 8.537 respectively.

The findings also showed an average mean and standard deviation of 3.32 and 1.42 respectively. The average mean of 3.32 is lower than the 3.85 mean on wide span of control, 3.85 mean on structural top down communication and 3.62 mean score on structural alignment respectively. This average mean of 3.32 is however greater than the mean on narrow span of control at 2.54 and decision making structure at 3.08. Furthermore the aggregate standard deviation of 1.42 is lower than 1.55 standard deviation narrow span of control, 1.547 standard deviation on decision making structure and 1.600 standard deviation on structural alignment respectively. This study results revealed that organizational structure as a strategic implementation factor significantly influences the performance of National Hospital Insurance Fund, Machakos County Branch in Kenya. These findings concur with those of Casey (2017) who established that successful strategy implementation depends on a large part on how a firm structures are organized. It is also in agreement with a study carried out by Kakunu, (2012) on influence strategy

implementing factors in Kenya who established that the structure and strategy implementation are intimate and that strategy and structure need to be matched for successful organizational performance.

The study sought to establish from the respondents whether organizational structure as a strategy implementation factor has any influence on the performance of NHIF Machakos county branch. From the research findings majority of respondent's disagreed that of that NHIF organizational structure adopted by the organization facilitates strategy implementation, hence significantly influencing the performance of the organization negatively. This implied that organizational structure may need to be improved to align with strategies for improved organizational performance expectations.

Influence Culture as a Strategy Implementation Factor on Performance

The study sought to find out the effect of organizational culture as a strategy implementation factor on the performance of National Hospital Insurance Fund, Machakos County branch. The responses were as shown in the table below.

Table 2: Influence of Organizational Culture on strategy implementation and performance

Statement	1 %	2 %	3 %	4 %	5 %	M	SD
Cultural values adopted by our organization in strategy implementation negatively affects our performance	15.4	26.9	11.5	15.4	30.8	3.19	1.524
Our organization adopts a Culture of involvement in decision making positively affects our performance	38.5	30.8	7.7	7.7	15.4	2.31	1.463
Organizational Management adopts a culture of commitment in NHIF significantly influencing strategy implementation and hence performance.	19.2	15.4	7.7	30.8	26.9	3.31	1.517
Our organization adopts a Culture of employee voice in strategy implementation and has positively influenced the performance of NHIF over the last 2 years.	26.9	42.3	11.5	7.7	11.5	2.35	1.294
Our organization adopts an entrepreneurial culture in strategy implementation positively affecting our performance	23.1	26.9	15.4	15.4	19.2	2.81	1.470

From the research findings, majority of the respondents disagreed that NHIF does not employ the culture of involvement in decision making in strategy implementation as shown by a mean of 2.31. From the same findings a majority of respondents disagreed that the NHIF adopts a culture of employee voice in management in strategy implementation over the last 2 years as shown by a mean of 2.35. The findings reveal further that NHIF adopts an entrepreneurial culture in strategy implementation negatively influencing the performance of the organization as shown by a mean of 2.81. However, majority of the respondents had a divided knowledge on whether organizational management had a positive relationship organizational performance as shown by a mean of 3.31.

The findings of the study further revealed employee voice is not practiced with 26.9 and 42.3 strongly disagreeing that employee voice is not practiced in NHIF and hence negatively influences the performance of the organization. Further findings reveal that NHIF does not fare well in the use of entrepreneurial culture in its strategy implementation. These results reveal that organizational culture had a positive significantly correlation with performance and hence it is a factor that should be considered by National Hospital Insurance Fund in Machakos affects performance. This finding was confirmed by the aggregate mean scores of 13.97 and 7.268 respectively. The findings were also confirmed by average mean of 2.79 and average deviations of 1.45 respectively. The average mean of 2.79 is low compared to the means for the indicators of structure as shown by 3.19 for cultural values, 3.31 for organizational commitment, and 2.81 for entrepreneurial culture respectively. However, the mean average is higher for the mean of 2.31 for employee voice as an indicator of cultural influence on performance. Furthermore, the average standard deviation of 1.45 was lower compared to most of the standard deviations of all the indicators at 1.52 for cultural values, 1.51 for commitment and 1.46 for

involvement. However the standard deviation is higher than 1.29 for employee voice.

This study finding is in line with the study by Alharthy, Rashid and Khan (2017) who established a significant relationship between cultures and organizational performance. The findings of this study further pointed out that culture manifests from several stand points in the way of artefacts, values and basic underlying assumptions which may have a similar working at NHIF and hence the need to put measures to tame and develop cultures that are in alignment with organizational strategy.

The study sought to find out whether organizational culture facilitates strategy implementation and hence influences performance of the organization. From the research findings, majority of respondents (73.1%) agreed that organizational culture facilitates strategy implementation and positively influences performance. This implied that organizational culture has a strong positive relationship with strategy implementation and performance. However 26 % of the respondents felt that the culture of the organization was not facilitative of strategy implementation and hence performance of the organization.

The study sought to find out which major aspects of NHIF organizational culture need to be improved or changed. From the research findings, majority of respondents, 57.7% agreed that employee involvement and voice is major aspects of NHIF organizational culture that need to be improved or changed. This implied that employee involvement and voice as an organizational culture at need to be improved or changed so as to influence performance.

The study sought to find out which major aspects NHIF organizational culture needed to be discouraged all together for improved performance. From the research findings, majority of respondents, 46.2% agreed that resource wastage was a major aspect of NHIF organizational culture that needed to be discouraged all together for improved performance. This implied that resource

wastage is major aspects of NHIF organizational culture in NHIF that need to be discouraged all together for improved performance.

Influence of Leadership as a Strategy Implementation Factor on Performance

The researcher sought to find out the effect of organizational leadership as a strategic

implementation factor on the performance of NHIF at Machakos County. The findings were shown on the table below.

Table 3: Influence of Organizational Leadership on performance of NHIF

Statement	1 %	2 %	3 %	4 %	5 %	M	SD
Our organization Leadership integrity in strategy implementation significantly affect our performance.	15.4	19.2	7.7	15.4	42.3	3.50	1.581
High levels of integrity of management staff in strategy implementation positively affects our performance	11.5	23.1	11.5	30.8	23.1	3.31	1.379
Our organizations adopts a participative leadership style which facilitates strategy implementation and improved performance.	11.5	19.2	7.7	11.5	50.0	3.69	1.543

From the research findings, majority of the respondents strongly agreed that the leadership integrity adopted by NHIF in strategy implementation significantly influenced the performance of the organization as shown by a mean of 3.50. The research findings further revealed that NHIF had a participative leadership style which facilitates strategy implementation and hence performance as shown by a mean of 3.69. The findings also showed that majority of the respondents disagreed that the management staff had high levels of integrity in strategy implementation, significantly affecting the performance of NHIF as shown by a mean of 3.31. The findings of the study produced an aggregate mean of 10.5 and 4.503 respectively. The results were also confirmed by an average mean scores of 3.50 standard deviation of 1.50 respectively.

According to the study findings, the average mean score of 3.50 was equal to the mean for the leadership integrity at 3.50 and higher than the mean for manager's integrity at 3.31 and lower than participative style indicator at 3.69. Furthermore, the standard deviation of 1.50 was low compared to leadership integrity score of

1.58 and participative leadership style at 1.54. However the average standard deviation was high compared to manager's integrity score of 1.50. These scores indicate a significant relationship between leadership as a strategy implementation factor and organizational performance.

This finding was in line with a study on the relationship between leadership styles among small and medium sized manufacturing firms in Thika Sub-County which established a positive correlation between leadership styles and organizational performance (Kihara *et al.*, 2016). This finding is also in alignment with This study is in agreement with Kombo (2014) who in his study postulated that a participative leadership style is best suited to support alignment of strategies and hence successful strategy implementation. Further, Kihara, Bwisa and Kihoro (2016) in their study established that leadership style significantly affects achievement of long term objectives.

The researcher wanted to find out whether the NHIF leadership style adopted by management has positively facilitated the performance of the organization. From the research findings, majority of respondents (65.4%) agreed that NHIF

management adopts a participative leadership style positively influencing the performance of the organization. This implied that leadership style adopted by management had positively facilitated the performance of the organization.

Influence of Resources as Strategy Implementation Factor on Performance

The researcher sought to find out the effect of organizational resources as a strategic factor on the performance of NHIF. The results were shown in the table below.

Table 4: Organizational Resources on performance of NHIF

Statement	1 %	2 %	3 %	4 %	5 %	M	SD
Our Organization allocates relevant and required resources for strategy implementation	30.8	30.8	7.7	11.5	19.2	2.58	2.58
Financial resources are timely and adequately of allocated for strategy implementation significantly influencing our performance	30.8	26.9	7.7	15.4	19.2	1.528	1.428
Our Organization continuously develops desired financial management capacity for strategy implementation and hence improved performance	19.2	15.4	7.7	23.1	34.6	2.65	2.25
Our Organization adopts placement of appropriate desired management expertise in strategy implementation and hence performance.	23.1	38.5	3.8	23.1	11.5	1.548	1.448
Our Organization applies management technical innovation for organization efficiency and effectiveness in strategy implementation	23.1	34.6	3.8	23.1	15.4	3.38	3.38
Our Organization has all the necessary infrastructural facilities for product and service delivery.	30.8	19.2	15.4	19.2	15.4	1.577	1.577

From the research findings, majority of the respondents strongly disagreed that NHIF as an organization allocates relevant and required resources for strategy implementation as shown by a mean of 2.58. From the findings financial resources are not timely and adequately allocated for strategy implementation significantly influencing the performance of the organization as shown by a mean of 1.528. A further finding is that NHIF does not have all the necessary infrastructural facilities for product and service delivery as shown by a mean of 1.577. The study also show that majority of the respondents strongly agreed that our organization continuously develops desired financial management capacity for strategy implementation and hence improved performance as shown by a mean of 2.65. However, majority of the respondents disagreed that the organization adopts placement appropriate desired management expertise in strategy implementation

and hence performance as shown by a mean of 1.548. At the same time they agreed that NHIF employs management technical innovation for organization efficiency and effectiveness in strategy implementation as shown by a mean of 3.38.

The results therefore indicate that organizational resources as a strategy implementation factor significantly has a high correlation with the performance of National Hospital Insurance Fund, Machakos County. The results further revealed that resource allocation concerns for the NHIF should be seriously considered for improved performance of the organization. This finding was confirmed by an aggregate mean scores of 13.26 and standard deviation of 12.66 respectively. The findings were also confirmed by an average mean of 2.21 and standard deviation of 2.11 respectively. The average mean score was low compared to the mean score of relevant resources at 2.58, continued financial learning at 2.65 and technical innovation

at 3.38 scores respectively. The mean was however high compared to timely resource allocation at 1.528 and adequate infrastructure at 1.577 scores respectively.

The average standard deviation of 2.11 was lower than resources at 2.58, continuous learning at 2.65, and technical innovation at 3.38 respectively. However, the standard deviation average was high compared to timely resource allocation at 1.52, placement of desired human resources at 1.54 and adequate infrastructure at 1.577. This findings implied a significant relationship between resources and the performance of NHIF. This finding is in agreement with studies by Magiri *et al.* (2018) and Njagi and Kombo which established a positive correlation between firm resources and firm performance. The research findings were geared towards finding out whether NHIF Financial resources had been adequate and prudently utilized

for strategy implementation in the last three years. From the research findings in the above table, majority of respondents, 57.7% disagreed that NHIF financial resources have been adequate and prudently utilized for strategy implementation in the last three years. This meant that NHIF financial resources had not been adequately and prudently utilized for strategy implementation in the last three years.

Influence of Strategy Implementation Factors on Performance of NHIF

The respondents were asked to indicate the extent to which they agree or disagree with the following statements regarding performance as shown in the table below. The table showed levels of agreement or disagreement with the statements of indicators of performance in the National Hospital Insurance Fund, Machakos County Branch.

Table 5: Influence of independent variables on Organizational Performance of NHIF Machakos County Branch

Statement	1	2	3	4	5	M	SD
	%	%	%	%	%		
Our customers have a satisfactory product and service experience above average for the last 3 years	15.4	19.2	30.8	15.4	19.2	3.04	3.04
Our customer's benefits portfolio turnover scorecard is positive throughout the year	23.1	30.8	19.2	11.5	15.4	1.34	1.341
Our organization has a structured customers awareness program for our products and services	15.4	15.4	23.1	19.2	26.9	2.65	2.65
Our services and products procedures meet acceptable minimum standards and are ISO Certified	11.5	15.4	19.2	23.1	30.8	1.38	1.384
Our products and services claims are efficient and have value for money.	8.3	10.4	8.3	37.5	35.4	3.27	3.27
Our product and service coverage has met yearly strategy targets for the two successive years (2018-2019)	38.5	7.7	7.7	19.2	26.9	2.88	2.88
Our individual Customer Remittance turnover has met the yearly set strategy targets for the two successive years (2018-2019)	42.3	30.8	7.7	7.7	11.5	1.72	1.728
Our corporate customer Remittance turnover has met the yearly strategy set targets for the two successive years (2018-2019).	10.4	12.5	10.4	14.6	52.1	2.15	2.15
Our Organization engages in structured continuous learning and growth strategies for its staff and customers.	11.5	23.1	11.5	46.2	7.7	1.37	1.377
Our customers general monthly compliance rating meets set targets for the last three years (2018-2019)	15.4	23.1	15.4	19.2	26.9	3.04	3.04

From the data findings above, majority of the respondents strongly disagreed that NHIF product and service coverage has not yet met yearly strategy targets for the two successive years (2018-2019) as shown by the mean of 2.88. Furthermore, the findings revealed that NHIFs individual/voluntary customer remittance turnover has not met the yearly set strategy targets for the two successive years (2018-2019) as shown by the mean of 1.728. From the research findings a majority of the respondents disagreed that the NHIF customer's benefits portfolio turnover scorecard is positive throughout the year as shown by the mean of 1.341.

The research findings in the above table showed that majority of the respondents strongly agreed that our organization has a structured customers' awareness program for our products and services as shown by the mean of 2.65, NHIF services and products procedures meet acceptable minimum standards and are ISO Certified as shown by the mean of 1.384, our corporate customer remittance turnover has met the yearly strategy set targets for the two successive years (2018-2019) as shown by the mean of 2.15 and that our customers general monthly compliance subscription rating meets set targets for the last three years (2018-2019) as shown by the mean of 3.04. However, surprisingly, majority of the respondents were neutral that our customers have a satisfactory product and service experience of above average for the last 3 years as shown by the mean of 3.04.

This study revealed that, while the above findings reveal that the performance of NHIF is determined by how services and products procedures meet acceptable minimum standards and are ISO Certified, that corporate customer remittance

turnover meet the yearly strategy set targets and that customers general monthly compliance subscription rating meets set targets, the same findings also indicate otherwise and hence mixed results. The findings also show that product and service coverage has not met yearly strategy targets for the two successive years (2018-2019) and also that individual/voluntary customer remittance turnover has not met the yearly set strategy targets for the two successive years (2018-2019).

These findings concur with a study by Mbaka and Mugambi (2014) who observed that most financial policies significantly affect the performance of service providers in a majority of state owned companies. In support of this finding, Mbaka Mugambi and Wangari (2014) in their study of the NHIF found a positive relationship between financial resource allocation and strategy implementation at the health service provider. Wangari (2003) in her study pointed out that the limited funding by the government on NHIF means out-of-pocket spending as a key source of funds for healthcare Delloite (2011) pointed out that this ultimately and negatively affects strategy implementation for the health provider and hence their performance.

Regression Analysis

The researcher sought to find out the influence of strategy implementing factors on the performance of the National Hospital Insurance Fund (NHIF), Machakos Branch. Variables that were considered for the study were organizational resources, organizational structure, organizational culture and organizational leadership on the performance of National Hospital Insurance Fund in Kenya. These variables were analysed using SPSS software as below.

Table 6: Regression Analysis Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.941 ^a	.885	.864	.390

a. Predictors: (Constant), Organizational Resources, Organizational Structure, Organizational Culture, Organizational Leadership.

The study findings in table 6 showed that R square was .885 indicating that 88.5% of the variations in

the organizational performance are caused by the independent variables while 11.5% were caused by

other factors not accounted in the study. R is the correlation coefficient which shows the relationship

between the study variables.

Table 7: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	24.656	4	6.164	40.572	.000 ^b
Residual	3.190	21	.152		
Total	27.846	25			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Organizational Resources, Organizational Structure, Organizational Culture, Organizational Leadership

The findings in table 7 above showed that the regression model generated is statistically significant in predicting the relationship between dependent (Organizational Performance) and independent variables (Organizational Resources, Organizational Structure, Organizational Culture, Organizational Leadership). The significance value in

testing the reliability of the model for the relationship was obtained as 0.000 which is less than 0.05, the critical value at 95% significance level as indicated by the Anova table above. This showed that sample data used was ideal for making conclusions about the census population.

Table 8: Regression Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	.285	.237		1.203	.242
	Organizational Structure	.156	.072	.193	2.159	.043
	Organizational Culture	.109	.088	.148	1.237	.230
	Organizational Leadership	.102	.095	.138	1.072	.296
	Organizational Resources	.428	.120	.588	3.575	.002

a. Dependent Variable: Organizational Performance

The findings in regression coefficients table above revealed the relationship between the independent variables and the dependent variable as shown by the regression equation which established that: $Y = .285 + .156 + .109 + .102 + .428$. Holding at 95% confidence level to a constant zero, organizational performance of NHIF would stand at .285. The regression model presented implies that a unit increase in Organizational Structure would lead to an increase in the performance of NHIF by a factor of 0.156.

Additionally the regression model implied that a unit increase in Organizational Culture would lead to an increase in performance by a factor of .109, while a unit increase in Organizational Leadership

would lead to an increase in performance by a factor of 0.102. Lastly the regression model of the study variables shows that a unit increase in Organizational Resources would lead to an increase in performance by a factor of 0.428. The above research findings showed that the variables of study would significantly lead to positive influence in the performance of the NHIF.

Based on these regression model, Organizational Resources is the variable that would create the greatest influence variation on the performance of the National hospital Insurance Fund, with organizational structure as second with organizational leadership showing the least influence variation on the performance of the NHIF.

Table 9: Correlations

		<i>Organizational Performance</i>	<i>Organizational Structure</i>	<i>Organizational Culture</i>	<i>Organizational Leadership</i>	<i>Organizational Resources</i>
organisational Performance	Pearson Correlation	1	.642**	.782**	.787**	.915**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	26	26	26	26	26
Organizational Structure	Pearson Correlation	.642**	1	.528**	.436*	.529**
	Sig. (2-tailed)	.000		.006	.026	.005
	N	26	26	26	26	26
Organizational Culture	Pearson Correlation	.782**	.528**	1	.584**	.769**
	Sig. (2-tailed)	.000	.006		.002	.000
	N	26	26	26	26	26
Organizational Leadership	Pearson Correlation	.787**	.436*	.584**	1	.815**
	Sig. (2-tailed)	.000	.026	.002		.000
	N	26	26	26	26	26
Organizational Resources	Pearson Correlation	.915**	.529**	.769**	.815**	1
	Sig. (2-tailed)	.000	.005	.000	.000	
	N	26	26	26	26	26

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

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

The correlation matrix in table 9 showed a significant relationships among the variables of study. (Organisational structure, organisational culture, organisational leadership and organisational resources)

CONCLUSIONS AND RECOMMENDATIONS

The study revealed that organizational structure affects organizational performance either negatively or positively. The study concluded that the organization structure of NHIF be aligned with its organization strategy. Its decision making structure should be adopted to support strategy implementation and hence improve its performance. The wide span of control by NHIF during strategy implementation should be adopted as to enhance its performance. However, the structural top down communication at NHIF in strategy implementation should not be adopted for it affects performance negatively. Further, narrow span of control adopted by the organization in

strategy implementation should be adopted for it improves performance. From the regression model any unit increase in Organizational Structure would lead to an increase in the performance of NHIF by a factor of 0.156

The study revealed that organizational culture affects organizational performance either negatively or positively. The study therefore concludes that NHIF should adopt a culture of involvement in decision making in strategy implementation and improved organizational performance. The study further concludes that a culture of employee voice in management in strategy implementation will significantly influenced the performance of NHIF over the last 2 years. However, the study concludes that important cultural values be adopted by the organization in strategy implementation be adopted because to improved performance of the NHIF. This is evidenced from the regression model that indicates that any additional unit increase in Organizational

Culture would lead to an increase in performance by a factor of .109, and hence a significant correlation in the performance of NHIF.

The research revealed that organizational leadership as a strategic implementation factor affects performance of NHIF at Machakos County Branch. The study therefore concluded that the leadership integrity, participative leadership style and high levels of integrity of management adopted by NHIF in strategy implementation should be upheld for it significantly affects performance positively. This conclusion is confirmed by the regression model depicting that any additional units in Organizational Leadership would lead to an increase in performance by a factor of 0.102 confirming a significant correlation with Performance of NHIF.

The findings indicated that organizational resources as a strategic factor affects the performance of NHIF at Machakos County Branch both positively and negatively. Negatively, the study concluded that the performance of NHIF is affected negatively because the study established that it does not have capacity for the allocation of relevant and required resources, for the allocation of financial resources timely and nor does it have all the necessary infrastructural facilities or does it have management technical innovation for organization efficiency and effectiveness for product and service delivery or has it adopted placement appropriate for desired management expertise in strategy implementation. However, the study established that there is a continuously development of desired financial management capacity for strategy implementation and hence improves performance. This conclusion concurred with the regression model of the study variables which shows that any additional units in Organizational Resources would lead to an increase in performance of NHIF by a factor of 0.428, evidence of a significant positive correlation between this factor and organizational performance of the health insurer.

This study recommended that National Hospital Insurance Fund NHIF at Machakos County Branch

should align its organization structure with its organization strategy for improved performance. From the findings the study recommended that NHIF works on improving a wide span of control in all its management portfolios. This with due consideration of the wide coverage expected of the essential service provider across Machakos County which stretches along eight sub-counties which are equally expansive. Additionally the National Health Insurance top decision making structure should be moderated with a consultative structure to accommodate the role out of new products like the universal health coverage roll out by the National and county Governments for improved performance. The study recommends that management makes an effort to ensure to change the structure to facilitate strategy implementation for improved performance of the NHIF.

The study recommended that the National Hospital Insurance Fund enhances its cultural values to facilitate strategy implementation for improved performance. From the research findings the respondents pointed out strongly on some cultural aspects that should be done away with all together while improving on some others. The study established specifically that the culture of inefficiency was predominant in the organization and recommended a complete overhaul of this organizational cultural aspect to pave room for improved strategy implementation and organizational performance. However the study recommended that the culture of commitment of management to the organization should be echoed and encouraged across the working teams in the National Hospital Insurance Funds, Machakos county branch.

This study recommended that the National Hospital Insurance Fund improves leadership style and high levels of integrity of management as a strategic implementation. This will ensure good organizational performance. From the findings of the study, the study recommends that NHIF should adopt an involvement and employee voice leadership styles.

The study recommended that the National Hospital Insurance Fund improves its capacity to allocate relevant and required resources for strategy implementation and improved financial performance. The study recommends that NHIF to work out with its partners and stakeholders so that financial resource allocation policy that ensures timely and adequate resources for departmental appropriation for service and product delivery. Furthermore, this study recommends that NHIF works towards ensuring that there is adequate and necessary infrastructural facilities for service and product delivery at the NHIF. These recommendations will facilitate filling of the organizational resource gaps and will henceforth ensure NHIF's improved performance.

Suggestions for Further Research

This study recommended further research to be carried out to find the influence of resources allocation in NHIF in Kenya as strategy implementation factors and their effect on organizational performance. Further research should also be done specifically on the influence of cultural alignment firm strategy and its impact on organizational performance. This research recommended a similar research in key partner universal health providing agencies like the Machakos County Government a case of the Machakos level Five Hospital to inform the county government on strategic issues that are likely to affect the performance of the county health sector. The study also recommended a research on the influence of policy on the management practices of the NHIF.

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