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ABSTRACT

The overall objective of the study was to assess the determinants of effective strategy implementation in private hospitals in Mombasa County. The specific objectives of this research were to assess the effect of organizational structure, human resource, resource adequacy and monitoring and evaluation on effective strategy implementation of private hospitals in Mombasa County. A descriptive cross-sectional design was adopted in this study. The study population comprised 11 private hospitals and included top management staff from four randomly selected private hospitals in Mombasa County. The study used a questionnaire to collect primary data. The study established that all the factors were important determinants in the implementation of strategic plans in the private hospitals in Mombasa County. Based on the correlation analysis undertaken, the results showed that there was a positive, moderate weak relationship between organizational structure and human resource as well as with resource adequacy. In addition, there was a positive strong relationship between organizational structure and monitoring and evaluation. The results further indicated that human resource had a positive, moderate weak relationship with resource adequacy and with monitoring and evaluation. The correlation analysis further indicated the presence of a significant positive, strong relationship between resource adequacy and monitoring and evaluation. All these were confirmed to be significant. The study concluded that the private hospitals did not get adequate resources to assist in the implementation of strategic plans. The resources were not also available in good time. The employees also were not well trained in monitoring and evaluation of strategy implementation. The study recommended that the management of the private hospitals should ensure that there are adequate financial resources in order to facilitate strategy implementation. The resources should also be availed in good time to ensure the strategic competitiveness and performance of the health facilities. There is also a need to train the employees on monitoring and evaluation of strategic plans to ensure there is follow up at every stage of strategy implementation.

Keywords: Organizational structure, Human resource, Resource adequacy, Monitoring and evaluation, Effective strategy implementation

INTRODUCTION

Most organizations fail to succeed due to failure in strategy implementation. Effective strategy implementation has become the aim of many organizations and while translating their grand plans into action; unacceptably high failure rates have been reported. Successful strategy implementation is difficult to achieve (Pateman, 2008). Reasons include continuing pressure from organizational leadership in terms of monitoring and evaluation on effective strategy implementation for greater profitability, organizations' structure complexity and securing the required resources to execute the strategy, and executives know more about strategy formulation than strategy implementation (Hrebiniak, 2008).

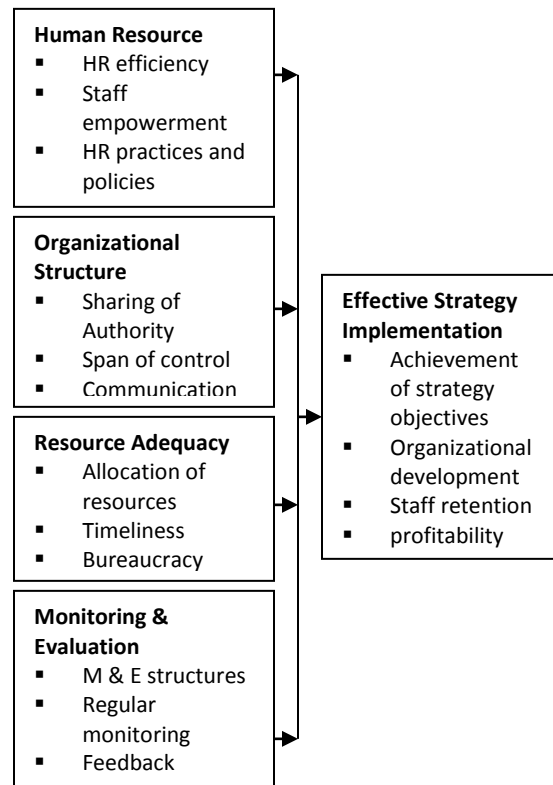
Many previous studies in strategy have focused on formulation and that very little has been done in the area of effective strategy implementation in private hospitals in Mombasa County. Studies in this area have focused on problems in strategy implementation (Al-Ghamdi, 2008). Okumus (2010) noted the importance of strategy execution; however, more research has been carried out in strategy formulation while few have been carried out with regard to strategy implementation locally. Studies on strategy implementation have been done in the Ministry of roads and public works, Ministry of State for Development of Northern Kenya and other Arid Lands, Ministry of Finance, and regional development authorities (Kamande & Orwa, 2015), Kenya wildlife service, and Oxfam Great Britain Kenya (Arumonyang, 2009). Hence, not much attention has been given to the challenges of effective strategy implementation in private hospitals in Mombasa County in Kenya. This forms the basis of the study, to seek and find out the determinants of effective strategy implementation in private hospitals in Mombasa County.

Specific Objectives

The specific objectives of the study were:

- To assess the effect of organizational structure on effective strategy implementation of private hospitals in Mombasa County
- To determine the effect of human resource on effective strategy implementation of private hospital in Mombasa County
- To evaluate the effect of resource adequacy on effective strategy implementation of private hospitals in Mombasa county
- To investigate the effect of monitoring and evaluation on effective strategy implementation of private hospitals in Mombasa County

Conceptual Framework



Independent Variables Dependent Variable

Figure 1: Conceptual Framework

Organizational Structure and Effective Strategy Implementation

Hrebiniak (2006) conducted a study on obstacles to

strategy implementation and found that poor or inadequate information sharing, unclear responsibility and accountability, and working against the organizational power structure (all part of organizational structure) results in failed implementation process. Bushardt *et al* (2011) studied the relationship between organizational culture and organizational structure and found that the strategic implementation process at leading computer giant Hewlett-Packard proposed that support structures in the form of formal organizational structures are necessary for employees to act readily on the knowledge developed to craft and implement strategy. The organizational structure provides a visual explanation of two main things: the decision-making process and resource allocation. Bayrami (2010) revealed that strategy is formulated by top management exclusively and middle-level managers only implement the strategy unless a wide range of changes is required before implementation (structure alignment with strategy). He said that too often the restructuring / right-sizing efforts lead to the unintentional discarding of know-how that could have been used for future growth in another context.

Many studies have addressed the link between organizational strategy and structure by pointing out that one of the challenges in strategy implementation is weak coordination of activities. If a firm lags in making this realignment of organizational structure it may exhibit poor performance and be at a serious competitive disadvantage. Schaap (2006) also suggests that adjusting organizational structure according to perfect strategy can ensure successful strategy implementation. Mani and Longfield-Smith (2007) focused their study on how organizational structure influences strategy implementation and found the process of strategy implementation to be structured and formal.

In addition to the research described above, Matanda and Ewing (2012) studied multinational personal healthcare company Kimberly-Clark's implementation strategies and found that brand planning processes, global branding and marketing capabilities, and processes contribution. Slater, Olson, and Hult (2010) investigated six types of generic strategies and their implementation and concluded that the most influential perspective needed for business success requires a fit between strategy and organizational architecture. Organizational structure and design are important as they entail decisions related to resource allocation for various units and activities within the business ecosystem (Brenes *et al.*, 2008).

Human Resources and Effective Strategy implementation

People are the key strategic resource; therefore it is essential for organizations to effectively utilize the know-how of their employees at the right places. It is the challenge of management to allocate available resources for their most useful tasks as well as coordinating and integrating activities of participating employees and functions (Pryor *et al*, 2007). As written in the formulation and planning part of the Strategy implementation there is also a need to choose the right people for the right responsibility. As mentioned, the resource-based view (RBV) of the firm predicts that certain types of resources owned and controlled by firms have the potential and promise to generate competitive advantage, which eventually leads to superior organizational performance. King (2007); Ainuddin *et al*, (2007) examined resources and categorized them as tangible and intangible resources. Intangible resources are deemed to be the more important and critical ones in attaining and sustaining a competitive advantage position because of their natures, which are not valuable but also hard-to-copy relative to the other types of tangible resources.

In this study, particular attention was paid to resources from the tangible and intangible perspective, the main elements of which are physical, financial, experiential and human resources. The RBV of the firm predicts that certain types of resources it owns and controls have the potential and promise to generate competitive advantage, which eventually leads to superior organizational performance. Physical resources such as the plant, machinery, equipment, production technology and capacity contribute positively towards organizational competitive advantage and eventually result in superior organization. In addition, financial resources such as cash-in-hand, bank deposits and/or savings and finance (e.g., stocks and shares) also help explain the level of organizational competitive advantage and performance. Furthermore, experiential resources such as product reputation, manufacturing experience and brand name can account for the variation in organizational competitive advantage and performance (Ainuddin *et al*, 2007). Human resources such as top and middle management, and administrative and production employees were also able to elucidate the extent of organizational competitive advantage and the resulting organizational performance (Ainuddin *et al*, 2007).

Resource Adequacy and Effective Strategy implementation

Successful implementation of a strategy requires additional capital. The implementation team needs to determine the sources of funds that include appropriate mix of debt and equity in a firm's capital structure to enable smooth implementation of a strategy. Organizations set aside allocations in their budgets to finance strategy implementation. An organization may use debt or stock to raise funds for strategy implementation (Drazin and Howard, 2008). Kaplan and Norton (2010) state that, a strategy is a set of hypotheses about cause-

and- effect. In order to contribute to alignment on either the input or the output side of strategy, you must have a firm grasp of the major, time-lagged, cause-and-effect relationships that link strategic drivers and Critical Success Factors to strategic outcomes. These relationships largely result from a somewhat subconscious process that simply occurs when one has a synthesizing mind and chooses to become immersed in both the action and the data. Covey would categorize this process as continuous sharpening of the saw.

No other function has a greater responsibility for this never-ending process than Finance. Strategy is concerned with defining direction for the next several years. It involves broad-brush consideration of new product and market opportunities and new internal capabilities. Normally, the strategy formulation phase ends with only directional commitments to certain types of opportunities that make sense strategically. Further pursuit of these opportunities is part of the implementation plan. Where investment is involved or multiple alternatives exist, Finance will exercise its normal evaluation role, which should consider not only the project's financial return but also its alignment with the overall strategy (Kaplan and Norton, 2010).

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Finance has a function of assuring long-term cash availability that is essentially just an extension of its

short-term function. Successful development of strategy requires a clear understanding by the strategic planning team of future capital limitations perceived by Finance. If the strategy being formulated exceeds those limitations, the need for additional sources of capital becomes itself a strategic issue and an iterative process of considering strategic alternatives begins. Finance must be prepared to offer reasonable assumptions for these alternatives based on prior understanding and investigation of potential sources of capital.

Monitoring and Evaluation and Effective strategy implementation

Both monitoring and evaluation are meant to influence decision-making, including decisions to improve, reorient or discontinue the evaluated intervention or policy; decisions about wider organizational strategies or management structures; and decisions by national and international policy makers and funding agencies. There should be periodic review of strategy to find out whether the given strategy is relevant. This is required because even the care-fully developed strategies might cease to be suitable if events change, knowledge becomes clearer, or it appears that the environment will not be as originally thought (Young, 2011).

Thus, strategies should be reviewed from time to time. What should be the frequency for such a review is not universal but major strategies should be reviewed at least once a year. In fact this is done by most of the organizations who believe in relating themselves with the environment. Monitoring and evaluation are tools to measure the performance of the organization in the timely implementation of its strategic plan. Monitoring and evaluation also contribute to the identification of good practices and lessons learnt with respect to implementation, as well as policy, strategy and programmatic design that will inform the next phase of the strategic planning. The evaluation results are important

inputs to the strategic planning process and are used to adjust strategic direction and priorities (Young, 2011).

Drazin and Howard (2008) states that in the public health sector, the purpose of monitoring and evaluation (M&E) is to know whether the intended results are being achieved as planned in the national health action plan, and whether public health interventions are making positive contributions towards improving people's health. When reviewing progress towards achieving the strategic aims and objectives, the Management Committee should ensure that activities are kept within the parameters of the agreed strategic aims and objectives. They ensure that activities are consistent with organization's vision, mission and values and keep under review internal and external changes which may require changes to the organization's strategy or affect their ability to achieve their objectives.

METHODOLOGY

The design used in this study was a descriptive survey research design. This research design was chosen because the study aimed at collecting information from respondents on their attitudes and opinions in relation to the determinants of effective strategy implementation among private hospitals in Mombasa County. Sekeran (2006) states that the descriptive studies are undertaken to understand the characteristics of organizations that follow certain common practices. It also aims at establishing how variables are related to each other.

Abok et al (2013) in their study on resource dependency perspective on the implementation of strategic plans in Governmental Organizations in Kenya used descriptive studies. The descriptive research involves formulation of the study objectives and design of the data collection tools and providing the investigator with quantitative and qualitative data (Orodho, 2004). Descriptive design

provided the study with an appropriate procedure for examining the determinants of strategy implementation and achieving the objectives of this study.

RESEARCH RESULTS AND DISCUSSION

Organisational Structure

Table 1: Organisational Structure

Statement	N	Mean	Stdev
Sharing of Authority	169	4.3	0.8
Span of control	169	4.2	0.9
Communication – flow of information	169	3.9	0.5
Centralization/decentralization of power	169	4.6	0.9
Co-ordination of activities	169	4.5	0.5
Specialization/lack of specialization of tasks	169	4.6	0.4
Overall		4.3	0.7

Source: Research data, 2017

Table 1 showed that the respondents agreed that sharing of authority (4.3), span of control (4.2) and communication (3.9) influenced the implementation of strategic plans in public health facilities. The findings also showed that it was strongly agreed that centralization/ decentralization of power (4.5), co-ordination of activities (4.6) and specialization (4.6). The overall mean score (4.3) indicates that organisation structure factors influenced the implementation of strategic plans in private hospitals in Mombasa County. There were

The respondents were first required to rate the extent to which they agreed or disagreed that organizational structure factors influenced the implementation of strategic plans in public health facilities. The findings of the mean scores and standard deviation are shown in Table 1.

no significant variations in the responses as the standard deviation was less than 1.

Human Resource

The respondents were then required to rate the extent to which they agreed or disagreed that human resource factors influenced the implementation of strategic plans in private hospitals in Mombasa County. The findings of the mean scores and standard deviation were shown in table 2 below.

Table 2: Human Resource

Statement	N =169.	Mean	Stdev
Leadership from the top management		3.8	0.6
Adequacy/inadequacy of staff		4.3	0.8
Staff empowerment/training to implement strategic plans		4.0	0.9
Support from all the staff on implementation of strategic plan		4.1	0.7
Human resource practices and policies		3.9	0.5
Staff involvement in the development of strategic plans		4.4	0.9
Overall		4.1	0.7

Source: Research data, 2017

Table 2 indicated that all the human resource factors influenced the implementation of strategic plans in the private hospitals in Mombasa County. The respondents agreed that leadership from the top management (3.8), adequacy/inadequacy of staff (4.3) and staff empowerment/training to implement strategic plans (4.0) influenced the strategy implementation process. They also agreed that support from all the staff on implementation of strategic plan (4.1), human resource practices and policies (3.9) and staff involvement in the development of strategic plans (4.4) influence implementation of strategic plans in the private

hospitals in Mombasa County. There were no significant variations in the responses as the standard deviation was less than 1.

Resource Adequacy

The respondents were also required to rate the extent to which they agreed or disagreed that resource adequacy factors influenced the implementation of strategic plans in private hospitals in Mombasa County. The findings of the mean scores and standard deviation were shown in table 3.

Table 3: Resource Adequacy

Statement	N=169	Mean	Stdev
Resources allocated are sufficient to implement strategic plans		2.1	0.4
Resources are always disbursed on time		2.4	0.6
There is a lot bureaucracy/red tape involved in receiving financial resources		4.4	0.5
Resource allocation is based on actual budgetary requirements		4.1	0.8
Staff are well trained on financial management		3.4	0.9
Overall		3.3	0.6

Source: Research data, 2017

Table 3 showed that respondents disagreed that resources allocated were sufficient to implement strategic plans (2.1) and resources were always disbursed on time (2.4). They agreed that there was a lot bureaucracy/red tape involved in receiving financial resources (4.4) and that resource allocation was based on actual budgetary requirements (4.1). However, they were undecided about whether the staffs were well trained on financial management (3.4). The overall mean score (3.3) implied that resources allocated to the strategic implementation process were not

adequate. There were no significant variations in the responses as standard deviation was < 1.

Monitoring and Evaluation

The respondents were further required to rate the extent to which they agreed or disagreed that monitoring and evaluation factors influenced the implementation of strategic plans in private hospitals in Mombasa County. The findings of the mean scores and standard deviation are shown in Table 4.

Table 4: Monitoring and Evaluation

Statement	N=169	Mean	Stdev
Availability of structures to monitor and evaluate implementation of strategic plan		4.0	0.8
Regular monitoring and evaluation of strategic plans implementation		3.8	0.9
Feedback is given after monitoring and evaluation		4.2	0.6

There is regular training on monitoring and evaluation of strategic plans	3.6	0.7
Overall	3.9	0.8

Source: Research data, 2017

Table 4 indicated that the respondents agreed with all the statements relating to the monitoring and evaluation of strategic plans (mean = 3.9). They agreed that structures to monitor and evaluate implementation of strategic plan were available (4.0), regular monitoring and evaluation of strategic plans implementation was being done (3.8), feedback is given after monitoring and evaluation (4.2) and that there was regular training on monitoring and evaluation of strategic plans (3.6). The standard deviation of 0.8 shows there were no

significant variations in the responses. Results on the frequency of monitoring and evaluation indicated that this was being done quarterly and annually.

Effective Strategy implementation

The respondents were finally required to rate the determinants of strategy implementation in terms of their importance to the private hospitals. The findings of the mean scores and standard deviation are shown in Table 5.

Table 5: Effective Strategy implementation

Statement	N=169	Mean	Stdev
Organizational structure influences the implementation of strategic plans in hospitals		4.7	0.5
Proper utilization of human resources influences the implementation of strategic plans in hospitals		4.5	0.4
Adequate financial resources influences implementation of strategic plan in hospitals		4.6	0.7
Monitoring and evaluation influences the implementation of strategic plans in hospital		4.5	0.8
Overall		4.6	0.6

Source: Research data, 2017

Table 5 indicated that all the determinants were deemed very important in the implementation of strategic plans in the private hospitals in Mombasa County. The respondents strongly agreed that organizational structure influenced the implementation of strategic plans in hospitals (4.7), proper utilization of human resources influences the implementation of strategic plans in hospitals (4.5), adequate financial resources influenced implementation of strategic plan in hospitals (4.6) and monitoring and evaluation influences the implementation of strategic plans in hospital (4.5). There were no significant variations in the responses as the standard deviation was less than 1.

Correlation Results

In determining the interaction between the determinants of strategy implementation, a correlation analysis was undertaken. The effect of organizational structure was correlated with human resource, resource adequacy and monitoring and evaluation. Values of the product moment correlation coefficient range between -1 to +1. This means that correlation can either be negative or positive. The closer the value is to either -1 or +1 the stronger the correlation. The results of the correlation analysis were presented on table 6 below.

Table 6: Correlation Matrix

		Correlations				
		Organization al Structure	Human Resource	Resource Adequacy	Monitorin g and Evaluation	Effective Strategy Implementation
Organizational Structure	Pearson	1				
	Correlation Sig. (2-tailed)	.				
Human Resource	Pearson	.341*	1			
	Correlation Sig. (2-tailed)	.000	.			
Resource Adequacy	Pearson	.430	.455	1		
	Correlation Sig. (2-tailed)	.000	.004	.		
Monitoring and Evaluation	Pearson	.762**	.417*	.725**	1	
	Correlation Sig. (2-tailed)	.000	.001	.022	.	
Effective Strategy Implementation	Pearson	.545	.422	.685	.634	1
	Correlation Sig. (2-tailed)	.001	.000	.011	.002	-

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

* . Likewise N = 169

Source: Research data, 2017

Table 6 indicated that all the determinants were positively correlated with strategy implementation. Resource adequacy has the strongest correlation ($r = 0.685$, $p = 0.011$), followed by monitoring and evaluation ($r = 0.634$, $p = 0.002$), then organizational structure ($r = 0.545$, $p = 0.001$) and lastly human resource ($r = 0.422$, $p = 0.00$). The relationship was significant as all p-values were < 0.005 . The results also showed that there was a positive, moderate relationship between organizational structure and strategy implementation ($r = 0.341$, $P=0.000$) meaning that the relationship is significant. The same variable of

organizational structure showed a positive, moderate weak relationship with resource adequacy ($r = 0.430$, $P \leq 0.05$) meaning that the relationship is significant. In addition, there was a positive strong relationship between organizational structure and monitoring and evaluation with a correlation coefficient of 0.762. $P \leq 0.05$ meaning correlations were significant.

Human resource had a positive, moderate weak relationship with resource adequacy as shown by correlation coefficient of 0.455 which was significant at its P value of 0.010. Human resource also had a positive, moderate weak relationship

with monitoring and evaluation as indicated by a coefficient of 0.471. This relationship was confirmed significant by the p - value of 0.00. The correlation analysis further indicated the presence of a positive, strong relationship between resource adequacy and monitoring and evaluation as evidenced by 'r' value of 0.725. This relationship was significant as shown by a p - value of 0.000.

Multiple Regression Results

Multiple regression analysis was also performed to determine the contribution of a change in independent variables to the dependent variables. The dependent variable was effective strategy implementation while the independent variables were; organizational structure, human resources, resource adequacy and monitoring and evaluation. The regression analysis results are presented on tables 7, 8 and 9 below.

Table 7: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.755 ^a	0.569	.693	.77153
a. Predictors: (Constant), Organizational structure, Human resources, Resource adequacy, Monitoring & Evaluation				

Source: Research data, 2017

Table 7 showed that the coefficient of correlation (R) is positive 0.842. This means that there is a positive correlation between the independent variables and the dependent variable. The coefficient of determination (R Square) indicated that 71% of the changes in effective strategy implementation in private hospitals in Mombasa

County were influenced by the determinants of strategy implementation. The adjusted R^2 however, indicated that 69.3% of the effective strategy implementation changes are influenced by the determinants. This left 30.7% to be influenced by other factors.

Table 8: ANOVA

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.449	4	.290	1.321	.008 ^a
	Residual	1.097	164	.219		
	Total	2.545	168			
a. Predictors: (Constant), Organizational structure, Human resources, Resource adequacy, Monitoring & Evaluation						
b. Dependent Variable: Effective strategy implementation						

Source: Research data, 2017

Table 9: Regression Coefficients

Coefficients ^a	
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Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		β	Std. Error	Beta		
1	(Constant)	.913	.188	4.852	.000	.913
	Organizational Structure	1.136	.323	.808	3.517	.001
	Human Resources	.271	.423	.176	.641	.000
	Resource Adequacy	1.180	.413	.751	2.857	.000
	Monitoring & Evaluation	.939	.502	.593	1.869	.000
a. Dependent Variable: Effective Strategy implementation						

Source: Research data, 2017

Table 9 shows the Analysis of Variance (ANOVA). The p-value is 0.008 (ANOVA table) which is < 0.05. This implies that the independent variables are predictors of the dependent variable. From the Coefficients table the regression model can be derived as follows:

$$Y = 0.913 + 1.136X_1 + 0.271X_2 + 1.180X_3 + 0.939X_4 + \epsilon$$

The results in Table 9 indicated all the variables had a positive effect on effective strategy implementation. Resource adequacy had the highest regression coefficient of 1.180 and a P-value of 0.000. Organisational structure follows with a regression coefficient of 1.136 and a P-value of 0.001. Next was monitoring and evaluation with a regression coefficient of 0.939 and P-Value of 0.000. Human resources had the least impact on effective strategy implementation with a regression coefficient of 0.271 and a P-value of 0.000.

DISCUSSION OF RESULTS

The objective of this study was to establish the determinants of effective strategy implementation among private hospitals in Mombasa County in Kenya. As far organizational structure was concerned, the results showed that the private hospitals in Mombasa County agreed that sharing of authority, span of control and communication influenced the implementation of strategic plans.

They also strongly agreed that centralization/ decentralization of power, co-ordination of activities and specialization influenced the implementation of strategic plans in the public health facilities. This implied that organisation structure factors influenced the implementation of strategic plans in private hospitals in Mombasa County to a great extent. This agreed with Saleemi and Bogonko (2007) who argued that an organizational structure influenced strategic plan implementation since it divided the operations of a company into specialized departments and empowered the managers of those departments to deal with problems and create efficiencies of process and production that were customized to their particular departments. It also created a corporate management level where enterprise knowledge was developed, tested and preserved for the future efficient operation of the department, as well as easy accessibility by those in higher management charged with enterprise planning. Drazin and Howard (2004) also stipulate that a proper alignment of the strategy with the organizational structure is an important pre-requisite for successful implementation of a corporate business strategy. The results also revealed that human resource factors influenced the implementation of strategic plans in the private hospitals in Mombasa County.

The factors included leadership from the top management, adequacy/inadequacy of staff and staff empowerment/training to implement strategic plans. Other human resource factors of great importance were support from all the staff on implementation of strategic plans, human resource practices and policies and staff involvement in the development of strategic plans. This agreed with Devanna, Fombrum, & Tichy (2001) who argued that implementation of strategic plans requires human resource that is well trained in the implementation of the strategic plans and that the human resource has to be adequate to be able to carry out the tasks that are needed in the implementation. This is because changes in the business environment with increasing globalization, changing demographics of the workforce, increased focus on profitability through growth, technological changes, intellectual capital and the never-ending changes that organizations are undergoing have led to increased importance of managing human resources. Viseras, Baines, and Sweeney (2005) findings indicated that, strategy implementation success depended crucially on the human or people side of project management, and less on organization and systems related factors.

Results on resource adequacy indicated that resources allocated are not sufficient to implement strategic plans and resources are not always disbursed on time. The findings further indicated that there was a lot bureaucracy/red tape involved in receiving financial resources and that resource allocation was based on actual budgetary requirements. However, the results were neutral about whether the employees were well trained on financial management. The overall mean score implied that resources allocated to the strategic implementation process were not adequate. Similar argument was raised by David (2002) who said that the implementation team for strategic plan needs to determine the sources of funds that include appropriate mix of debt and equity in a

firm's capital structure to enable smooth implementation of a strategy. Organizations set aside allocations in their budgets to finance strategy implementation. An organization may use debt or stock to raise funds for strategy implementation.

Findings on monitoring and evaluation indicated that structures to monitor and evaluate implementation of strategic plan were available and regular monitoring and evaluation of strategic plans implementation was being done in the private hospitals in Mombasa County. The findings also indicated that, feedback was given after monitoring and evaluation and that there was regular training on monitoring and evaluation of strategic plans. Results on the frequency of monitoring and evaluation indicated that the public health facilities conducted it quarterly and annually. This agreed with Young (2001) who argued that strategies should be reviewed from time to time. The frequency for such a review is not universal but major strategies should be reviewed at least once a year. In fact this is done by most of the organizations who believe in relating themselves with the environment. Also Hahn and Powers (2002) argue that well designed M&E structure provide a good and convenient framework that allows an organizations to enjoy district competitive advantages thus experiencing improved performance. Porter (1997) argued that one rationale for developing strategic plans is to provide staff within the organization information about the direction of the organization (as spelled out by the strategic plans) with the expectation that this information will elicit buy-in from this individual. Strategic plans are also developed to appease to the different stakeholders of an organization.

Based on the correlation analysis undertaken, the results showed that all the determinants were positively and significantly correlated to strategy implementation. Resource adequacy had the strongest correlation followed by monitoring and

evaluation then organizational structure and lastly human resource. The results further revealed that there was a positive, moderate weak relationship between organizational structure and human resource as well as with resource adequacy. These relationships were found to be significant. In addition, there was a positive strong relationship between organizational structure and monitoring and evaluation which was also significant. The results further indicated that human resource had a positive, moderate weak relationship with resource adequacy and with monitoring and evaluation. The relationships were confirmed significant. The correlation analysis further indicated the presence of a significant positive, strong relationship between resource adequacy and monitoring and evaluation.

The regression results indicated that organizational structure, human resource, resource adequacy, and M & E significantly predict the effective strategy implementation in private hospitals in Mombasa County. The results also showed that the independent variables were significant at 0.05% significant level ($p=0.000$, $p=0.000$, $p=0.001$ and $p=0.000$) respectively and that the factors predicted effective strategy implementation in private hospitals significantly. From the model, when all the factors (Organizational structure, Human resources, resource adequacy and monitoring and evaluation) were at zero, the effective strategy implementation variable was 0.913.

Conclusions

Firstly, that the organization structure influences the implementation of strategic plan. These structures include factors like; sharing of authority, span control, communication and centralization and decentralization of power. Secondly, the study concluded that human resource influences effective strategy implementation. These human resource factors include; leadership from top management, Human Resource efficiency, staff empowerment,

support from all staff, HR practices and policies and staff involvement. Thirdly, the study concluded that resource adequacy influences strategic plan implementation. The resource adequacy factors includes; resources sufficiency, disbursement, red tape in receiving finance, resource allocation and trained staff on financial management. Lastly, the study concluded that monitoring and evaluation (M&E) influences effective strategy implementation. The M&E factors includes; availability of M&E structures, regular monitoring and evaluation, feedback after monitoring and evaluation and regular training on monitoring and evaluation influences M&E. All the determinants were positively and significantly correlated with strategy implementation and are therefore important in the implementation of strategic plans in the private hospitals in Mombasa County. The study also concludes that the private hospitals in Mombasa County do not get adequate resources to assist in the implementation of strategic plans. The private hospitals' employees are also not well trained in monitoring and evaluation of strategy implementation.

Recommendations

- The hospitals' management should ensure that there are adequate financial resources in order to facilitate strategy implementation.
- The resources should also be availed in good time to ensure the strategic competitiveness and performance of the health facilities. No matter how good the plans are, if there are no funds for implementation they are bound to fail.
- The study further recommends that all the officers in charge of the management of private hospitals should be trained on the organizational structures which favour successful implementation of strategic plans. This is because the organizational structure influences implementation of strategic plans in health facilities. There should be staff involvement in

the development of strategic plans so that the staff will own the plan leading to successful implementation. Involving staff at every stage of development of the strategic plan ensures that it is well understood by everyone.

- There is also a need to train the employees on monitoring and evaluation of strategic plans to ensure there is follow up at every stage of implementation. This will ensure that plans are on track and if they are not, adequate measures are taken to correct the situation.

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