



**ANALYSIS OF FACTORS INFLUENCING STRATEGIC PLAN IMPLEMENTATION IN PUBLIC LEVEL FOUR
HOSPITALS IN NAKURU COUNTY, KENYA**

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ABSTRACT

This study analyzed some of the factors influencing strategic plan implementation in public level four hospitals in Nakuru County Kenya. The influences of strategic plan implementation were conceptualized in terms of organizational structure, communication systems, resource allocation and human resource management. The study was based on two theories namely; Neo-Taylorism Theory and Stakeholder Theory of Management and used a descriptive research design to evaluate and describe the relationships between the dependent and independent variables. A pilot study was done at Evans Sunrise Hospital using five questionnaires to test and enhance the reliability and validity of the research instrument. A Cronbach's alpha with threshold $\alpha = 0.78$ was considered appropriate for the study. The researcher used structured questionnaires to collect data from all 86 heads of departments in all the 7 public level four hospitals in Nakuru County. Descriptive statistics were used to describe the findings and the results presented using frequency tables and in prose. The study revealed strong and positive correlation between each of the explanatory and the explained variables. In particular, the study findings revealed strong, positive and statistically significant relationship between the independent variables (Organizational Structure, Communication System, Resource Allocation and Human Resources Management) and the dependent variable (Strategic Plan Implementation) in Public Level Four Hospitals in Nakuru County, Kenya. In conclusion, the study established that organizational structure, an enabling communication system and appropriate resource allocation are key to strategy execution in the entire public health sector and provision of quality healthcare. The study thus recommended more reinforced organizational structure within public hospitals with enhanced resources allocation and further suggested the creation of a more enabling communication environment to enable the stakeholders collaborate towards attaining the set standards more effectively.

Keywords: *organizational structure, communication systems, resource allocation, human resource management*

INTRODUCTION

The success of any organization depends not only on how good its strategic plan is, but also on how well the strategic plan is implemented. Strategic planning is a process that requires an elaborate situational analysis to understand the organization's present state and where the organization should be in future followed by strategy formulation, implementation and periodic evaluation. In real sense, developing a roadmap to success involves formulation of organizational vision, mission, goals and objectives, all constituting the strategic plan (Huiru, 2011). Successful implementation of the strategic plan also requires commitment without which the strategic plan can be good for nothing. It is for this reason that scholars perceive strategy formulation as one thing and its implementation as another (Ciminelli & May, 2008; Huiru, 2011; Tracy, 2013).

According to Nyakeriga (2015) strategic planning is a disciplined effort to produce decisions and actions that guide and shape what the organization is, what it does, and why it does it. It requires the organization to examine what it is and the environment in which it is working. Strategic planning helps organizations to focus on their crucial issues and challenges so that the organization's leadership can decide on an appropriate course of action (Chemengich, 2013; Nyakeriga, 2015). Porter (2001) opines that strategic planning provides significantly better performance than unplanned, opportunistic adaptive approach. It provides an integrative framework for other forms of planning. The planners have to match the activities of the organization to its environment as well as the organization's resource capabilities.

With regard to strategy implementation, Nyakeriga (2015) explains that Strategic Plan Implementation follows immediately after strategic plan formulation and entails the action point of strategic management process. It involves all organizational stakeholders and a means of putting it into place. In fact, implementation of a strategic plan goes hand

in hand with the strategic planning process since it is dependent on the planning effort where the strategy is formulated. Strategy formulation is a connecting loop between formulation and control. According to Tracy (2013) strategic plan implementation can fail if it is completely divorced from planning. Ideal implementation of a strategic plan must begin at the planning stage of the strategy. In the event that the policy makers divorce themselves from the actual implementation of their policy, they misestimate the amount of time and detail that is requisite for the entire organization to be successful. Nyakeriga (2015) views strategic plan implementation as an evolutionary process that requires alignment of the organization's activities and operations to its vision, goals and objectives, having a full and active executive support. It also requires effective communication, through engaging employees, aligning budgets and performance, and by monitoring, evaluation and adaptation to the required change.

Several studies (Beer 2000; Cater & Pucko, 2010; Rajasekar, 2014) have emphasized the essence of formulating and implementing strategic plans, with higher importance given to strategy formulation due to its criticality to the existence and expansion of the organization. However, implementing a strategic plan is much more difficult than formulating it. The implementation of a strategic plan requires leadership skills, precision planning, and organizing of resources and activities as well as ensuring people's commitment to the new strategy (Cater & Pucko, 2010). Various factors related to the organizational environment, structure, size, type, resources, communication and complexity determine the organizational strategy implementation. According to Alali (2015), factors related to the organizational structure are critical to the implementation process. In fact, as the competitive environment changes, adjustments follow in the organizational structure. Slow adjustment in realignment leads to poor performance and be at a serious competitive disadvantage. However, structures that are more

decentralized produce higher levels of business unit effectiveness, regardless of the strategic context.

Problem Statement

Organizations have some core objectives they pursue in order to achieve various performance metrics they set for themselves. These objectives are drawn from organizational vision, mission and goals as entrenched in strategic plans that guide the activities and operations of such organizations. Successful pursuit of such objectives is contingent upon the effectiveness and efficiency of implementation of strategic plans. Various studies have been done to establish the challenges to strategic plan implementation in various industries (Arumonyang, 2009; Regina, 2010; Ndegwa, 2014; Alali, 2015; Ooko, 2015). Among the studies, few have had their focus on the healthcare industry particularly the private and mission hospitals (Alali, 2015 & Ooko, 2015). From the first time devolution came into force, a number of reforms have been witnessed in the Kenyan health sector. Various medium-term and long-term development strategies and implementation plans have been developed for the health sector to boost the quality of public healthcare and service delivery. With the devolution of the health care in Kenya in 2013, strategy implementation has faced new challenges as the strategy formulation was somehow divorced from the implementation. A number of opportunities have also been witnessed despite the challenges faced by the sector. Before devolution, strategy implementation at the hospital level faced some challenges including in areas of technology, leadership and resources (Mativa, 2013). The MOH drew a Ministerial Strategic and Investment Plan (MSP) for 2014-2018 which was guided by the Kenya Health Policy 2014-2030 (KHP) and the Kenya Health Sector Strategic and Investment Plan 2014-2018 (KHSSP). Mativa (2013) concludes that the MOMS 2008-2012 strategic plan implementation was unsuccessful due to a myriad of challenges among them poor understanding of roles of the staff in implementation, poor resource allocation, among others. Since the full

implementation of devolution of primary healthcare to the county governments in 2013, it is unclear as to what factors determine the effective strategic plan implementation and the extent to which they influence strategy execution in the public level 4 hospitals in Nakuru County. This study, therefore, aims at analyzing some of the factors influencing strategic plan implementation in public level four hospitals in Nakuru County, Kenya.

Research Objectives

The general objective of this study was to analyze factors influencing strategic plan implementation in public level four hospitals in Nakuru County, Kenya. The specific objectives were:-

- To evaluate the influence of organizational structure on strategic plan implementation in public level four hospitals in Nakuru County, Kenya.
- To assess the influence of communication systems on strategic plan implementation in public level four hospitals in Nakuru County, Kenya.
- To examine the influence of resource allocation on strategic plan implementation in public level four hospitals in Nakuru County, Kenya.
- To determine the influence of human resource management on strategic plan implementation in public level four hospitals in Nakuru County, Kenya.

LITERATURE REVIEW

Theoretical Framework

Neo-Taylorism Theory

The Neo-Taylorism theory was developed by Fredrick Taylor based on the organizational bureaucracy to focus on the relationship between internal and external factors influencing institutional management. With regards to management of public corporations, the theory presupposes that bad management lies within the administration itself. This theory argues that

management of public institutions is often characterized with conformism of politicians who prefer status quo as opposed to development. It advocates the use of managerial methods and techniques which have proven successful in the public sector to control organizational bureaucracy (Keraudren & Mierlo, 2009).

According to this theory, the pursuit of institutional strategic change increases control by means of economic and financial information making it possible to account for all costs incurred in the public sector. It also incorporates the use of performance evaluation techniques to measure actual achievements against proposed targets and further advocates the introduction of individual, rather than collective, incentives both to reward achievements and sanction underperformance or error. The theory proposes that to enhance management and attainment of goals and objectives of public organizations, the managerial strategy used should control bureaucracy. The management style should be one that guide organizational transformation and simplify internal organizational processes aligned to the implementation of strategic plans (Keraudren & Mierlo, 2004). This theory applied to this study as it provided insights on organizational structure, resource allocation and some aspects of human resource management, in particular, employee motivation, reward and evaluation.

Stakeholder Theory of Management

The stakeholder theory was developed by Freeman (1980) and it portrays a stakeholder as a person, group of people or an individual (employee, supplier, shareholder, customer or directors) with particular interest in a given organization. The theory avers that a stakeholder can affect or be affected by the actions, policies and objectives of the organization. The stakeholder theory states that any organization should attach much value to the stakeholder, for without whom the entity would collapse or cease to exist (Donaldson & Preston, 1995). It is important for the executives of the

business to keep the interest of all stakeholders aligned and gear them in the same direction.

The theory has three aspects that mutually support each other. These are the instrumental approach, normative approach and descriptive approach. The instrumental approach identifies the connection between achieving corporate goals and the group of stakeholders' management using empirical data. The normative approach is considered to be the most important aspect because it identifies the moral and physiological guidelines for operations and management of an entity. Descriptive approach explains the characteristics of firms and also their behaviours (Donaldson & Preston, 1995). The theory's core function is to establish the balance of interests for the different stakeholders and so for this to be accomplished then stakeholders must be identified. This theory applied to this study as it enhanced the consideration of the interests of key stakeholders such as the management, operational staff, customers, policy makers and the public in respect of strategic plan implementation.

Empirical Review

Strategic Plan Implementation

Strategic plan implementation is a stage that involves the process of execution of an organization's strategies, goals and objectives for attainment of the desired ends. According to Kimiti and Wagoki (2014), strategic plan highlights processes undertaken in developing a range of strategies that contribute to achievement of the desired organizational direction. Strategic planning involves systematic processes in which an organization assesses its basic reason for being, its strengths and weaknesses, and the opportunities and threats it is likely to face in the immediate and foreseeable future. The organization then uses this assessment to decide whether or not to make changes in what it does, how it does it, and with whom it interacts in order to fulfill its purpose. Strategic planning and thinking involves making

choices and decisions about the long-term future of an organization.

It is important to note that the purpose of strategic planning is to enable an organization maintain a favorable balance between an organization and its environment over the long run. It provides a systematic process for gathering information about the big picture and using it to establish a long-term direction and then translate that direction into specific goals, objectives, and actions (Lehner, 2004; Kimiti & Wagoki, 2014). It blends futuristic thinking, objective analysis, and subjective evaluation of goals and priorities to chart a future course of action that will ensure the organization's vitality and effectiveness in the long run. The main focus of strategic planning is on the changing future not the past or the present. As Kimiti and Wagoki (2014) opine, the process results in strategic plans that require implementation.

Strategy implementation is a critical component of the strategic management process and is viewed as the process that turns the formulated strategy into a series of actions and then results to ensure that the vision, mission, strategy, and strategic objectives of the organization are successfully achieved as planned. Strategy implementation has received increasing attention in literature. Strategic plan implementation involves taking action, reconciling and adapting organizational dimensions to a strategy; experimenting ways to effectively execute the strategy and managing strategy to fit the environment, which then leads to better performance. The reward system in an organization can also determine whether strategic plans can be implemented successfully. Pearce and Robinson (2007) pinpoint the role of a suitable reward system in strategic plan execution. The ideal reward system should take an all-inclusive approach so that all personnel in the organization get motivated towards the strategy execution. Rewards can be in the form of bonuses, promotions, incentives, recognition or any other perks based on the firm cultural setting. Lack of a well thought out and properly managed reward system in an organization

can result in having more de-motivated staff, subdued strategic thinking and even exit of unhappy employees from the organization (Lehner, 2004).

Organizational Structure

According to Rajasekar (2014) a successful strategic plan implementation is necessary for any organization to survive the turbulent business environment and effectively sustain their competitiveness. Effective strategy implementation has never been more important in the contemporary results-driven business environment. The real value of strategic management lies in its implementation. Strategies formulated and not implemented serve little purpose and even the best formulated strategy is competitively irrelevant if it is not effectively implemented. However, research indicates that most organizations fail to implement their strategies effectively. There is a perceived gap between their organizations ability to formulate and communicate sound strategies and their ability to implement these strategies. A number of studies have addressed the link between organizational structure and strategy implementation. These studies have further pointed out various factors that impede strategic plan implementation (Wilson & Hickson, 2004; Forman, 2005; Cater & Pucko, 2010; Rajasekar, 2014; Kimiti & Wagoki, 2014; Miller & Alali, 2015; Nyakeriga, 2015).

Miller, Wilson and Hickson (2004) did a study that proposes converting poor coordination into teamwork through realignment of roles, responsibilities, structures and activities with organizational strategy. Besides, Bhimani 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. They concluded from their study findings that the strategy development process and the implementation of the organizations strategies should have equal emphasis for organizations to realize their objectives. Rajasekar (2014) conducted

a study on factors affecting strategy implementation in a service industry in the Sultanate of Oman and established that despite many organizations having very robust strategy formulation processes, some of them fail to sustain their competitive capabilities because they fail to implement the strategies. This implies that many organizations fail to acknowledge that the formulation of a strategic plan is one thing and its implementation is another. According to the study findings, it emerged that the leadership in any given organizational structure is critical to successful strategic plan implementation in the service sector.

Communication Systems

All organizations want to be successful in their endeavours, but quite a handful of them are led and managed by persons who either fail to plan and implement appropriate business strategies capable of delivering the expected achievement. Study findings (Forman & Argenti, 2005; Ambani & Wanyoike, 2014) observe that while organizations pursue varied objectives using distinct strategies owing to their varying industries, sizes and goals, a common denominator that binds them all is that they all have to communicate their strategies to their stakeholders.

Effectively communicating an organization's strategy and thus its strategic plan to all the stakeholders is important as it enables each member of the organization get involved in all the organization's activities. As Ambani and Wanyoike (2014) opine, besides communicating the overall strategic plan of an organization to its stakeholders, it is critical to ensure the stakeholders involved in the process of implementation of the strategic plan understand the strategy. As such, it is necessary to communicate to the involved stakeholders how their roles will play a pivotal role in ensuring overall success of the strategic plan implementation process. In fact, besides merely communicating the strategic plan to the stakeholders, the top management and leadership of the organization should convince the employers that they are capable of successfully implementing the said

organizational strategy. Having implemented the organization's strategic plan, it then follows that the implementors, managers and the strategic leaders spare adequate time to evaluate the success of the implementation process and finally communicate their findings to all the concerned stakeholders. However, the process of implementation of strategic plans of various organizations is often confounded by a range of factors.

Resource Allocation

Gitonga (2013) defines resource allocation as the process of determining the best way of utilizing the available assets in an organization to attain the organization's goals. The process of allocating an organization's resources basically involves aspects of budgeting, financial planning and optimal utilization of the available resources. Allocation of resources in an organization is central to the organization's management activity that facilitates efficient and effective strategy implementation. According to Barnat (2016), the effectiveness of resource allocation is determined by the level of achievement of an organization's objectives. However, resource allocation is constrained by a number of factors including over-protection of the available resources, conservative management style, emphasis on short-lived financial criteria, organizational politics, vague strategic targets, risk aversion and lack of knowledge among others.

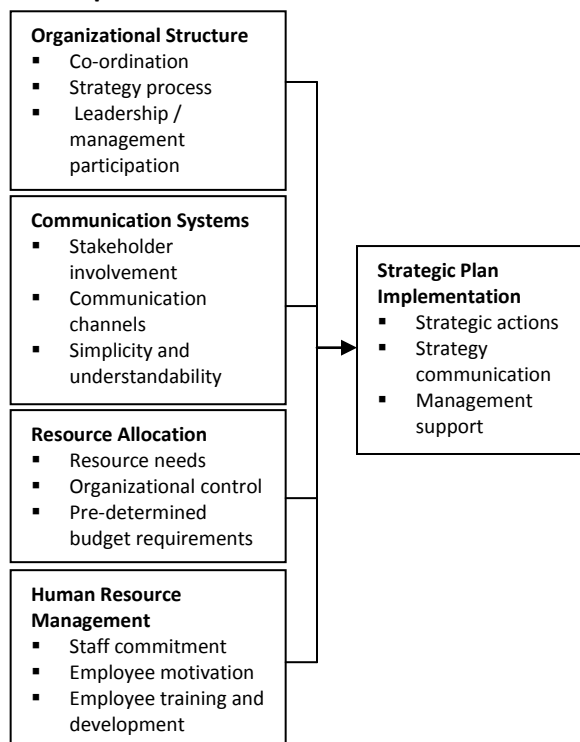
According to Christensen and Donovan (2000), resource allocation is one of the critical factors that influence and ultimately comprise a company's strategy stream and must therefore be tied to the organization's overall strategy. In addition, they observe that the manner in which resource allocation is done should be an area of interest for every organization especially during the process of formulation and implementation of the strategic plan. It is further observed that resource allocation should be used as a basis for filtering strategic ideas and initiatives that are requisite for the implementation of strategic plans. The resource allocation process is perceived as a filter since it determines which intended or resultant initiatives

get what amount of funding and which ones do not get the resources.

Human Resource Management

The process of strategic plan implementation involves the characteristics of the human resources of the organization because the strategic plan is implemented through the actions of the employees in the organization. In order to ensure successful strategic plan implementation, it is necessary for the managers to ensure the workforce understand its role and is committed to the implementation of the strategic plan (Nelson & Quick, 2008). However, lack of commitment and support could lead to the failure of implementation of the strategic plan and the failure of the managers to attain the desired results in the implementation of the plans. As such, the impact of human resource management on an organization's performance largely relates to how the organization's HRM policies and practices are aligned with the strategic plan of the organization. The study also showed that the alignment of human resource policies and practices with the organization's strategy, goals and initiatives can facilitate the exploitation of opportunities. Cania (2014) also studied the impact of strategic human resource management on organizational performance measured using various indicators and found out that the successful implementation of strategic plans depends on the quality of human resources. The study indicated that human resources are necessary for keeping an organization competitive and therefore human capital should be managed effectively. The study findings also show that it is necessary to understand the expectations of their employees so as to enable the employees to maximize their skills in implementing the organization's strategy, be motivated and behave as required by the organization.

Conceptual Framework



Independent Variables Dependent Variable

Figure 1: Conceptual Framework (Author, 2017)

RESEARCH METHODOLOGY

The researcher used a descriptive research design to evaluate the factors influencing strategic plan implementation in public level four hospitals in Nakuru County. The target population for the study was 86 HODs and section heads of all the 7 public level four hospitals in Nakuru County. A census method was applied in this study. The census method involved collecting data from the entire population of the study.

FINDINGS AND DISCUSSIONS

Descriptive Analysis of Organizational Structure

As per the first specific objective of the study, the respondents' perceptions on the influence of organizational structure on the Strategic Plan Implementation in public level four Hospitals in Nakuru county was evaluated. Table 1 showed the detailed summary of the descriptive statistics and results in this regard.

Table 1: Descriptive Statistics and Analysis for Organizational Structure

Statements	SA (%)	A (%)	— (%)	D (%)	SD (%)	Mean	Std. Dev	N	Min	Max	Mode	Percent
Successful strategic plan implementation is key to any organization's survival and to sustain their competitiveness	49 (75.4%)	15 (23.1%)	1 (1.5%)	0 (0%)	0 (0%)	4.74	.477	65	3	5	5	75.4%
The process of strategy implementation in the facility is structured and formal	30 (46.2%)	29 (44.6%)	6 (9.2%)	0 (0%)	0 (0%)	4.37	.651	65	3	5	5	46.2%
The management ensures strategy development process and implementation have equal emphasis	24 (36.9%)	28 (43.1%)	11 (16.9%)	2 (3.1%)	0 (0%)	4.14	.808	65	2	5	4	43.1%
The operations of the hospital are divided into specialized departments to empower the departmental managers to address problems and create efficiencies of processes	30 (46.2%)	34 (52.3%)	1 (1.5%)	0 (0%)	0 (0%)	4.45	.531	65	3	5	4	52.3%
Enterprise knowledge is developed, tested and preserved for the future efficient operation of the department.	20 (30.8%)	27 (41.5%)	11 (16.9%)	7 (10.8%)	0 (0%)	3.92	.957	65	2	5	4	41.5%
Management team participates actively in strategic plan implementation by engaging junior employees	21 (32.3%)	23 (35.4%)	11 (16.9%)	8 (12.3%)	2 (3.1%)	3.82	1.117	65	1	5	4	35.4%
Rigid formal structures in the health docket affect the implementation of strategic plans	24 (36.9%)	33 (50.8%)	6 (9.2%)	2 (3.1%)	0 (0%)	4.22	.739	65	2	5	4	50.8%
(Author, 2017)												

From the findings of the study, table 1 revealed that majority of the respondents strongly agreed (mode = 5.0; percentage = 75.4; Std. Dev. = 0.477) that successful strategic plan implementation is key to any organization's survival and to sustain their competitiveness as revealed in a study by Rajasekar (2014). Confirming the observations made in a study conducted by Bhimani and Longfield-Smith (2007), the study indicated (mode = 5.0; percentage = 46.2; Std. Dev. = 0.651) that the process of strategy implementation in the various health facilities is usually well structured and formalized. Besides, quite a considerable number of the respondents concurred (mode = 4.0; percentage = 43.1; Std. Dev. = 0.808) that the top management ensures strategy development process and implementation have equal emphasis and (mode = 4.0; percentage = 35.4; Std. Dev. = 0.531) that employees at all levels are actively engaged in planning and execution of strategic plans.

The study further revealed (mode = 4.0; percentage = 52.3; Std. Dev. = 0.957) that the operations of the public level four hospitals are divided into specialized departments to empower the

departmental managers to address problems and create efficiencies of processes. In addition, the results of the study indicated (mode = 4.0; percentage = 41.5; Std. Dev. = 1.117) that in the entire organizational strategy, knowledge is developed, tested and preserved for the future efficient operation of the department. It was also noted (mode = 4.0; percentage = 50.8; Std. Dev. = 0.739) that some rigid formal structures in the health docket often affect the implementation of strategic plans as observed in a study by Kirui (2013).

Descriptive Analysis of Communication System

In accordance with the second specific objective of the study, the respondents' perceptions on the influence of communication system on the Strategic Plan Implementation in public level four Hospitals in Nakuru county was assessed. Table 2 showed the detailed summary of the descriptive results in this regard.

Table 2: Descriptive Frequencies and Analysis for Communication System

Statement	SA (%)	A (%)	I (%)	D (%)	SD (%)	Mean	Std. Dev	N	Min	Max	Mode	Percent
The managers effectively communicate the organization's strategy to all the stakeholders	16 (24.6%)	28 (43.1%)	6 (9.2%)	15 (23.1%)	0 (0%)	3.69	1.089	65	2	5	4	43.1%
Each employee of the organization gets involved in all the organization's activities	5 (7.7%)	20 (30.8%)	13 (20.0%)	24 (36.9%)	3 (4.6%)	3.00	1.090	65	1	5	2	36.9%

Through information sharing, the stakeholders get to understand the strategy requirements by the organization	19 (29.2%)	36 (55.4%)	10 (15.4%)	0 (0%)	0 (0%)	4.14	.659	65	3	5	4	55.4%
The management informs all stakeholders their roles in ensuring strategic success of the organization	23 (35.4%)	26 (40.0%)	12 (18.5%)	4 (6.2%)	0 (0%)	4.05	.891	65	2	5	4	40.0%
Adequate information sharing is a key success factor in strategy execution	35 (53.8%)	24 (36.9%)	6 (9.2%)	0 (0%)	0 (0%)	4.45	.662	65	3	5	5	53.8%
The organization's communication strategy is well planned and aligned with the strategic plan to be implemented	22 (33.8%)	33 (50.8%)	6 (9.2%)	4 (6.2%)	0 (0%)	4.12	.820	65	2	5	4	50.8%
The organization's policy ensures proper communication with stakeholders during strategy execution and evaluation	22 (33.8%)	30 (46.2%)	11 (16.9%)	2 (3.1%)	0 (0%)	4.11	.793	65	2	5	4	46.2%

(Author, 2017)

According to table 2, the findings indicated (mode = 4.0; percentage = 43.1; Std. Dev. = 1.089) that the managers of public hospitals effectively communicate their organizations' strategy to all the stakeholders as opined by Ambani and Wanyoike (2014). The study revealed (mode = 2.0; percentage = 36.9; Std. Dev. = 1.090) that employees don't just get involved in all the organization's activities, but often stick to their respective areas of specializations. In addition, the study revealed (mode = 4.0; percentage = 55.4; Std. Dev. = 0.659) that through information sharing, the stakeholders in the public hospitals get to understand the strategy requirements by the organization and agreed (mode = 4.0; percentage = 40.0; Std. Dev. = 0.891) the management informs all stakeholders

about their roles in strategy execution to ensure the organizations' strategic success as Hopkins (2007) observed.

In addition, confirming the assertions of Gachie (2014), the respondents strongly concurred (mode = 5.0; percentage = 53.8; Std. Dev. = 0.662) that adequate information-sharing is a key success factor in strategy execution and also agreed (mode = 4.0; percentage = 50.8; Std. Dev. = 0.820) that the organization's communication strategy is usually well planned and aligned with the strategic plan to be implemented. The study further revealed that the respondents agreed (mode = 4.0; percentage = 42.2; Std. Dev. = 0.793) that the organizations' policy ensures proper communication with

stakeholders during strategy execution and evaluation.

Descriptive Analysis of Resource Allocation

In line with the third specific objective of the study, the respondents' perceptions on the influence of

Resource Allocation on the Strategic Plan Implementation in public level four Hospitals in Nakuru county was examined. Table 3 showed the detailed summary of the descriptive statistics and results in this regard.

Table 3: Descriptive Frequencies and Analysis for Resource Allocation

Statements	SA (%)	A (%)	I (%)	D (%)	SD (%)	Mean	Std. Dev	N	Min	Max	Mode	Percent
Resource allocation is constrained by over-protection of the available resources, conservative management style, emphasis on short-lived financial criteria, and vague strategic targets	22 (33.8%)	23 (35.4%)	1 (1.5%)	16 (24.6%)	3 (4.6%)	3.69	1.298	65	1	5	4	35.4%
Resource distribution is an area of interest for the organization especially	24 (36.9%)	37 (56.9%)	3 (4.6%)	1 (1.5%)	0 (0%)	4.29	.631	65	2	5	4	56.9%
Budgeting is a critical aspect of resource allocation to the organization's activities and priorities	31 (47.7%)	24 (36.9%)	9 (13.8%)	1 (1.5%)	0 (0%)	4.31	.769	65	2	5	5	47.7%
Our management team develops information and decision processes for appropriate action	17 (26.2%)	30 (46.2%)	16 (24.6%)	2 (3.1%)	0 (0%)	3.95	.799	65	2	5	4	46.2%

The available resources in the organization are adequately availed to capacity building and implementation activities	14 (21.5%)	21 (32.3%)	14 (21.5%)	16 (24.6%)	0 (0%)	3.51	1.091	65	2	5	4	32.3%
The process of implementation of any strategic plan is done within some defined time frame, within a pre-determined budget and using specified human resources	22 (33.8%)	28 (43.1%)	13 (20.0%)	2 (3.1%)	0 (0%)	4.08	.816	65	2	5	4	43.1%

(Author, 2017)

Table 3 presented the findings of the study in relation to the respondents' perceptions about resource allocation. Accordingly, the study results concurred with Barnat (2016) observation (mode = 4.0; percentage = 35.4; Std. Dev. = 1.298) that resource allocation is constrained by over-protection of the available resources, conservative management style, emphasis on short-lived financial criteria, and vague strategic targets. The respondents agreed (mode = 4.0; percentage = 56.9; Std. Dev. = 0.631) that resource distribution is an area of interest for the organization.

In tandem with Goldstein (2010) study which observed that the success of strategy implementation should address financial aspects, organizational structure, space, time, technology, physical facilities, and human capital needed for effective strategic plan implementation, this study also alluded (mode = 5.0; percentage = 47.7; Std. Dev. = 0.769) that budgeting is a critical aspect of resource allocation to the organization's activities and priorities. In addition, the results of the study indicate (mode = 4.0; percentage = 46.2; Std. Dev. =

0.799) that the hospitals' management teams develop information and decision processes for appropriate action. The respondents further concurred (mode = 4.0; percentage = 43.1; Std. Dev. = 1.091) that the process of implementation of any strategic plan is done within some defined time frame, within a pre-determined budget and using specified human resources coupled with good leadership as noted in Kibicho (2015). It also emerged from the study (mode = 4.0; percentage = 32.3; Std. Dev. = 0.816) that the available resources in the organizations are adequately availed to capacity building and implementation activities.

Descriptive Analysis of Human Resources Management

In tandem with the fourth specific objective of the study, the respondents' perceptions on the influence of Human Resources Management on the Strategic Plan Implementation in public level four Hospitals in Nakuru county was determined. Table 4 present the detailed summary of the descriptive statistics and results in this regard.

Table 4: Descriptive Frequencies and Analysis for Human Resource Management

Statements	SA (%)	A (%)	- (%)	D (%)	SD (%)	Mean	Std. Dev	N	Min	Max	Mode	Percent
The hospital enjoys employee commitment and support	21 (32.3%)	35 (53.8%)	9 (13.8%)	0 (0%)	0 (0%)	4.18	.659	65	3	5	4	53.8%
The organization's HRM policies and practices are aligned with the strategic plan of the organization	14 (21.5%)	39 (60.0%)	3 (4.6%)	9 (13.8%)	0 (0%)	3.89	.904	65	2	5	4	60.0%
The employer hires and develops the best quality human resources who keep the organization competitive	17 (26.2%)	24 (36.9%)	16 (24.6%)	8 (12.3%)	0 (0%)	3.77	.981	65	2	5	4	36.9%
The organization understands the employees' expectations and thus maximizes their skills in implementing their strategy	12 (18.5%)	26 (40.0%)	11 (16.9%)	16 (24.6%)	0 (0%)	3.52	1.062	65	2	5	4	40.0%
The human resource practices of the organization impact on institutional performance	24 (36.9%)	31 (47.7%)	5 (7.7%)	4 (6.2%)	1 (1.5%)	4.12	.910	65	1	5	4	47.7%
The management encourages participative strategic planning and implementation	16 (24.6%)	24 (36.9%)	15 (23.1%)	10 (15.4%)	0 (0%)	3.71	1.011	65	2	5	4	36.9%

(Author, 2017)

According to table 4, the study results indicated that quite a significant number of the respondents concurred (mode = 4.0; percentage = 53.8; Std. Dev. = 0.659) that their various hospitals enjoy a great deal of employee commitment and support. This observation was in line with the assertions of Kohtamaki, Kraus, Makela and Ronkko (2012) as well as that of Nelson and Quick (2008) on employee commitment to organizational strategy execution. Majority of the respondents agreed (mode = 4.0; percentage = 60.0; Std. Dev. = 0.904) that the organization's Human Resources

Management policies and practices are aligned with the strategic plan of the organization. The study further revealed (mode = 4.0; percentage = 36.9; Std. Dev. = 0.981) that employer hires and develops the best quality human resources who keep the organization competitive.

In concurrence with Cania (2014), it also emerged from the study (mode = 4.0; percentage = 40.0; Std. Dev. = 1.062) that the organization understands the employees' expectations and thus maximizes their skills in implementing their organizational strategy. The results of the study also revealed (mode = 4.0;

percentage = 36.9; Std. Dev. = 0.910) that the management encourages participative strategic planning and implementation and also indicated (mode = 4.0; percentage = 36.9; Std. Dev. = 1.011) that the human resource management practices undertaken by their respective organizations often impact employee productivity and hence the overall institutional performance.

Descriptive Analysis of Strategic Plan Implementation

In tandem with the dependent variable, the respondents' perceptions on Strategic Plan Implementation in public level four Hospitals in Nakuru County was studied. Table 4.9 present the detailed summary of the descriptive statistics and results in this regard.

Table 5: Descriptive Frequencies and Analysis for Strategic Plan Implementation

Statements	SA (%)	A (%)	- (%)	D (%)	SD (%)	Mean	Std. Dev	N	Min	Max	Mode	Percent
The hospital maintains a favorable balance between it and its environment	17 (26.2%)	40 (61.5%)	5 (7.7%)	3 (4.6%)	0 (0%)	4.09	.723	65	2	5	4	61.5%
The organization systematically gathers information about its environment and uses it to establish a long-term direction and then translate that direction into specific goals, objectives, and actions	17 (26.2%)	35 (53.8%)	12 (18.5%)	1 (1.5%)	0 (0%)	4.05	.717	65	2	5	4	53.8%
The managers are always experimenting ways to effectively execute the strategy and manage the strategy to fit the environment	19 (29.2%)	21 (32.3%)	12 (18.5%)	13 (20.0%)	0 (0%)	3.71	1.100	65	2	5	4	32.3%
Key individuals and groups, within and outside the organization, accept the rationale for strategic change	19 (29.2%)	26 (40.0%)	17 (26.2%)	3 (4.6%)	0 (0%)	3.94	.864	65	2	5	4	40.0%
We use effective communication systems to make sure everyone within the organization shares the vision, mission, objectives and values and has a good grasp of the strategy and how it relates to their own efforts	26 (40.0%)	30 (46.2%)	2 (3.1%)	7 (10.8%)	0 (0%)	4.15	.922	65	2	5	4	46.2%

Top management teams recognize the importance of considering strategy implementation issues during the formulation of strategy	21 (32.2%)	31 (47.7%)	7 (10.8%)	6 (9.2%)	0 (0%)	4.03	.901	65	2	5	4	47.7%
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(Author, 2017)

From table 5, the findings of the study indicated that the respondents concurred (mode = 4.0; percentage = 61.5; Std. Dev. = 0.723) that their hospitals always maintain a favorable balance between the organization and its environment. As noted in Lehner (2004) and in a study by Kimiti and Wagoki (2014) it also emerged (mode = 4.0; percentage = 53.8; Std. Dev. = 0.717) that each of the organizations systematically gather information about its environment and uses such information to establish a long-term direction and then translate that direction into specific goals, objectives, and actions. The study indicated (mode = 4.0; percentage = 32.3; Std. Dev. = 1.100) that the managers are always experimenting ways to effectively execute the strategy and manage the strategy to fit the environment within which they operate.

In addition, the findings of the study revealed (mode = 4.0; percentage = 40.0; Std. Dev. = 0.864) that key individuals and groups, within and outside the organization, accept the rationale for strategic change and thus support the execution of strategic change. Besides, it also came out from the study findings (mode = 4.0; percentage = 46.2; Std. Dev. = 0.922) that each of the hospitals use effective communication systems to make sure everyone within the organization shares the vision, mission, objectives and values and has a good grasp of the strategy and how it relates to their own efforts as established by Forman and Argenti (2005) as well as Cater and Pucko (2010). The study findings also showed (mode = 4.0; percentage = 47.7; Std. Dev. = 0.901) that top management teams recognize the importance of considering strategy implementation issues during the formulation of strategy.

Inferential Analysis

Table 6: Correlation between Organizational Structure and Strategic Plan Implementation

Organizational Structure	Strategic Plan Implementation	
	Pearson	
	Correlation	.461**
	Sig. (2-tailed)	.000
	N	65

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

(Author, 2017)

The results of the study showed that there is a fairly strong, positive and statistically significant relationship ($r = 0.461$; $p < 0.05$) between Organizational Structure and Strategic Plan Implementation.

Table 7: Correlation between Communication System and Strategic Plan Implementation

Communication System	Strategic Plan Implementation	
	Pearson	
	Correlation	.727**
	Sig. (2-tailed)	.000
	N	65

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

(Author, 2017)

The findings of the study revealed that there is a very strong, positive and statistically significant relationship ($r = 0.727$; $p < 0.05$) between Communication System and Strategic Plan Implementation.

Table 8: Correlation between Resource Allocation and Strategic Plan Implementation

		Strategic Plan Implementation
Resource Allocation	Pearson	.619**
	Correlation	
	Sig. (2-tailed)	.000
	N	65

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

(Author, 2017)

The correlation analysis results showed that there is a strong, positive and statistically significant relationship ($r = 0.619$; $p < 0.05$) between Resource Allocation and Strategic Plan Implementation.

Table 9: Correlation between Human Resources Management and Strategic Plan Implementation

		Strategic Plan Implementation
Human Resources Management	Pearson	.696**
	Correlation	
	Sig. (2-tailed)	.000
	N	65

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

(Author, 2017)

From the results it is evident that there exists a strong, positive and statistically significant relationship ($r = 0.696$; $p < 0.05$) between the organizations' Human Resource Management Practices and Strategic Plan Implementation.

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

From the findings, the study showed that there is a fairly strong, positive and statistically significant relationship between Organizational Structure and Strategic Plan Implementation. This implies that the more enhanced and enabling organizational structure increases the success rates of Strategic Plan Implementation. This affirms the need for

proper coordination, teamwork and realignment of roles, responsibilities and structures with organizations' strategy.

The findings of the study also revealed a very strong, positive and statistically significant relationship between Communication System and Strategic Plan Implementation. Accordingly, the correlation results, in this case, indicated that the existence of an effective communication system across all levels of the organization helps in the efforts towards Strategic Plan Implementation. This relationship further concurs with the view that besides communicating the overall strategic plan of an organization to its stakeholders, it is worth ensuring all the stakeholders understand the strategy and actively participate in the process of implementation of the strategic plan.

The correlation analysis results further showed a strong, positive and statistically significant relationship between Resource Allocation and Strategic Plan Implementation. This implies that equitable allocation and distribution of resources to various strategic areas of the organizations' operations enhances successful implementation of Strategic Plans and must thus be tied to the organization's overall strategy.

It also emerged that there exists a strong, positive and statistically significant relationship between the organizations' Human Resource Management Practices and Strategic Plan Implementation. This actually implies that Strategic Plan Implementation is more efficient and effective where the organization executes appropriate and mutually beneficial human resources management practices.

Recommendations

The findings of this study necessitated the following recommendations; first, the need to enhance and restructure organizational structure as a means of enhancing service delivery and efficiency of strategic plan execution should be emphasized in every organization and its branches. Secondly, it is necessary to innovate the communication systems and encourage information users to be flexible

enough to adopt the changes in order to facilitate the execution of strategic plans. Resource allocation and distribution should be equitable and enhanced to target various sections of the organization to enable successful strategy implementation. The study also recommends that organizations' leaders should implement more rewarding human resource management activities to provide motivation to their workforce to take active roles in ensuring that strategic targets, goals and objectives are attained optimally.

Areas of Further Studies

Drawing from the findings of this study, it is imperative to conduct further research on the relationship between the adoption of corporate governance reforms and the service quality offered by public level-four hospitals in Kenya. It was also advisable to conduct future comparative research on the quality of healthcare provided by classified public and private referral hospitals in Kenya

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