



# Challenges Affecting Implementation of Strategic Plan in Kenya Health Sector; A Case of Public Hospitals in Machakaos County

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**Abstract:** Strategic planning and its implementation in Kenya at the Ministry of Health is an element of the on-going public sector reforms designed to improve the delivery of health care services. However, this implementation has been facing different challenges. This study sought to investigate these challenges with specific reference to hospitals in Machakos County. The objectives of the include: To assess how strategic plan awareness affects strategic plan implementation at Machakos County Public Hospitals; to assess the effect of human resource staffing norms in strategic plan, implementation at Machakos County Public Hospitals and to determine the extent to which organization structure affect strategic plan implementation at Machakos County public hospitals. The study employed a correlation research design in assessing the effect of various challenges on implementation of health sector strategic plans in Kenya. The target population comprised of officers at different management levels in Machakos County public Hospitals. Stratified random sampling was adopted were all officers with personal identification number based on different strata had an equal opportunity of taking part in the study. Major strata which were considered included doctors, clinical officers, nurses and support staff. Data was collected using a semi-structured, questionnaire that was included with open-ended questions as well as closed-ended questions. The collected data was analyzed using descriptive and inferential statistics. The study findings revealed that staff awareness, human resource staffing norms and organizational structure have a significant effect on the implementation of strategic plans of hospitals in Machakos County and it suggested a number of recommendations in relation to the findings of the study.

**Keywords:** Strategic Planning, Strategic Implementation, Kenya Health Policy Framework (KHPF), and Kenya Vision 2030.

## 1. Introduction

In the recent past, strategic planning and strategic implementation have been observed as to be a key requirement for superior business performance Kaplan and Norton (2001). McCarthy and Curran (2015) in their study, noted that that the strategy of any organization offers a central direction and purpose to its operations and employees. The main goal of strategic planning is to offer guidance in setting priorities and strategic intent (Kotter, 2014). It allows manners to focus on the organization in general as well as how the departments interrelate, instead of looking for each department separately. This way, strategic planning offers a framework that improves coordination and controls the operations of the organization. It also offers a basis for other management functions.

Steiner (1979) concluded that strategic planning is inseparably interlinked into the entire hierarchy of management. (Kotter, 2014), observed that the strategic planning could be applied as a way of repositioning and transforming the organization. Thompson *et al.* (2007) suggested that the role of good strategy making is to create a market position that is strong enough. It also enables the organization to produce successful performance despite unforeseeable events, potent competition, and internal difficulties.

Quinn (2008) has it that, strategies that are well formulated helps organize and allocate resources of the organization into a unique and viable stance based on its relative internal competencies and shortcomings, anticipated changes in the environment, and contingent moves by intelligent opponents. Porter (2010), highlighted the proposition that strategy should better reflect the nature of competition and resources within a given business market or the environment. Porter's Five Forces model was created to assist organizations to achieve profitability objectives. Strategic planning originated in the 1950s and was very popular in mid-1960 to mid-1970, and it was widely believed to be the solution for all problems facing organization during this period (David, 2013).

Strategic decisions were observed to result in a restructuring of the firm that should yield superior competitive performance. Despite the importance of strategic planning in the organization, the process of formulating a strategy that is consistent as well as making the strategy work has proved to be challenging to the organization. There are several factors that influence the success of strategy implementation, ranging from the people who execute the strategy to the systems or mechanisms in place for coordination, control and support (Li, 2008).

Kaplan and Norton (2001) in their study showed that the ability of an organization to execute the strategy is a bigger management issue than determining the right vision and quality of strategy itself. In another study by Cobbold and Lawrie (2001) it was observed that eighty percent of directors responded that they had the right strategies, but only fourteen percent of them thought the strategies were implemented well. According to the White Paper of Strategy Implementation of Chinese Corporations in 2006, strategy implementation had the most significant management challenge which all kinds of corporations faced at that moment.

The study reported that eighty-three percent of the organization failed to implement their strategy smoothly, and only seventeen percent believed that they had a consistent strategy implementation process. In addition, there is increasing recognition that the most important challenges of strategic management are not related to strategy formulation, but to strategy implementation and that the high failure rate of organizational initiatives in a dynamic business environment is mainly as a result of poor implementation of new strategies (Hrebiniak, 2015).

The Kenya government is geared towards accelerated development and a more efficient of delivery of services to the public. With this stand, it focuses on women, youth, and marginalized regions and groups. The main initiative that the government has come up with to achieve this is the Kenya Vision 2030 Second Medium Term Plan. Under this vision, every ministry is expected to come up with a five-year strategic plan detailing the priority projects that need to be implemented within this period so as to enable the government to meet its general responsibilities to the public. The Kenya Vision 2030 is a strategic plan that was created to make Kenya a prosperous and competitive nation with high-quality living standards by year 2030.

The Health Sector is one of the sectors that is being guided by the Vision 2030 strategic plan. Following the launch of this strategic plan, the Health sector comes up with a healthy policy guided by the new Constitution as well as the recommendations from the KHPF (1994-2010) end term interview. As a result, the Ministry of Health applies a top-down approach in its strategic planning and implementation plan. The strategic plan is developed at the Ministry of Health Headquarters under the National Health Sector Strategic Plan (NHSSP) and then implemented at the county level to get to the hospitals. This study focuses on the challenges of strategic plan implementation with the case study being Machakos County Public Hospitals.

## **2. Problem of the Research**

Strategic plan implementation in Health Sector in public hospitals in Machakos County remains a challenge. The Constitution of Kenya, 2010 demands that every Kenyan must attain the highest attainable standards of health care. As shown in the background strategic plans are important. However, there is evidence that they are not fully implemented. An empirical survey has confirmed that in the last three years, about fifty-seven percent of the firms did not manage to execute their respective strategic initiatives (Allio, 2005). At some point, the percentage of companies that have not accomplished their strategic goals reaches up to 90% (Pindelska, 2011).

Strategic implementation is important for administration and general performance of hospitals, but as seen in the background the implementation is never fully achieved. Several studies done to confirm that implementation phase is never done fully, (Allio, 2005; Pindelska, 2011). Past studies have looked at challenges affecting implementation of strategic plans in the health sector (Alali, 2015; Kalali, 2011; Kamau, 2011; Meyer *et al.*, 2010; Waithaka, 2013).

However, none of these studies has included key variables such as the role of staff awareness and the staffing norms in their analysis. This study brought these variables on board while investigating challenges that affect strategic plan implementation in health sector in public hospital in Machakos County

### **3. Research Focus**

This study sought to analyze the challenges affecting the health sector strategic plan implementation in Machakos County Public Hospitals. The specific objectives include;

1. To assess how strategic plan awareness affects strategic plan implementation at Machakos County Public Hospitals.
2. To assess the effect of human resource staffing norms in strategic plan implementation at Machakos County Public Hospitals.
3. To determine the extent to which organization structure affect strategic plan implementation at Machakos County Public Hospitals.

## **4. Literature Review and Conceptual Framework**

On the basis of the recommendations from several studies, it is evident that strategic planning has great implication to organizations. At the same time, the implementation of strategic planning has proved to be a challenging responsibility to the organization. There is the need for effective implementation of strategic plans so as to meet the desired benefits. Below are the theoretical and empirical aspects in support of the relationship between strategic planning and strategic implementation.

### **4.1. Theoretical Literature**

#### **4.1.1. Systems Theory**

According to the system theory, organizations that produce an output are regarded as systems. They are not closed systems now that they are operated in open environments where there is a constant exchange of information and materials [Porter \(2010\)](#). In this context, hospitals can be regarded as open systems which are mainly affected by their environment. They tend to interact with the environment around them in a move to secure the resources they need in order to adapt, grow and survive. The activities and policies of hospitals are often influenced by factors in the external environments.

#### **4.1.2. Contingency Theory**

According to contingency theory, organization needs are satisfied better when the organization in question is properly designed, and its style of management suits both its activities and the nature of its work. In most cases, the implementation process is considered as integration and interdisciplinary of management disciplines. As a practice, the implementation process focusses on the organization performances ([Bourgeois and Brodwin, 2004](#)). This means that for an organization to successfully implement its strategic plans, it needs an integrative vision of its activities and process in the structure and function of the organization. This means that the implementation process should not be narrowed to particular events and process.

#### **4.1.3. Institutional Theory**

The institutional theory focuses on how current organizations depend on their environments in their process of making decisions. What the formal structure of the organization tends to influence is decision-making process of the organization. This means that the organization structures can be invested with meanings that have been socially shared and hence to add on the objective functions of the organization, can be used to communicate information related to the organization to both internal and external stakeholders (1977). Looking at the formal structure from this perspective provided studies on organizations the chance to explore different insights related to the consequences and insights of organization structure. For example, the process of production level supply chain metrics and measures impact the processes of the organization that includes the services offered by the organization ([Mogikoyoa et al., 2017](#)).

### **4.2. Empirical Literature**

[Kamau \(2011\)](#) studied Institutional factors influence strategic planning implementation in government hospitals in Kitui County, Kenya. The study made use of a descriptive survey research design

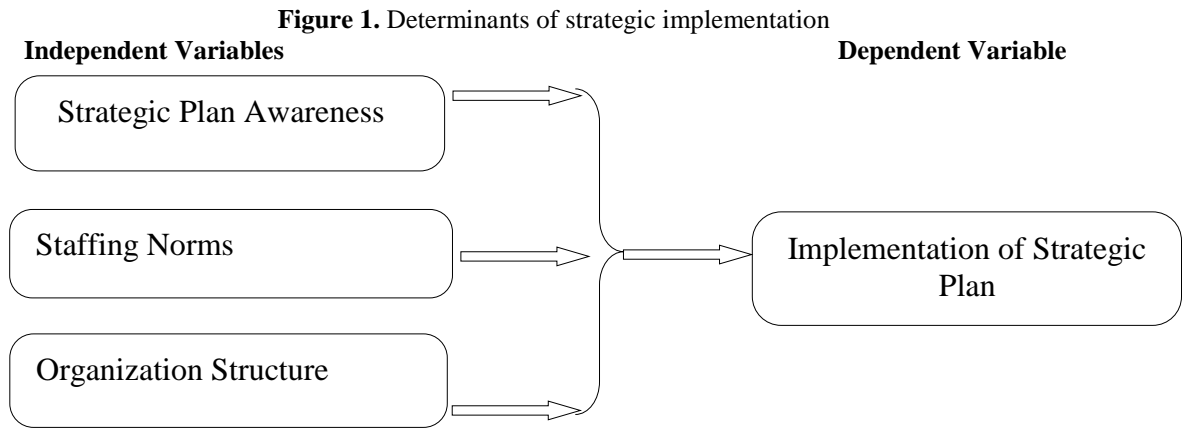
now that the study was intended to collect information in relation the attitudes and opinions of the respondents towards the topic of study. One of the main considerations was that the data collected was consistent and complete. Advanced techniques of data analysis such as hypothesis testing using chi-square were used. The study made several conclusions: that the organization structure, human resource, resource adequacy and, monitoring and evaluation (M&E) all influences implementation of strategic plans. However, the study did not look at the role of staff awareness and staffing norms in strategic plan implementation. From the findings, the study came up with a number of recommendations. First of all the officers in charge of Management of Government Health Facilities should be trained by the government on the organizational structures which favor successful implementation of strategic plan. The Government should allocate adequate funds for strategic plan implementation in health facilities. The Ministry of health should have frequently monitor and evaluate the process of strategic planning implementations in the government facilities. However, the study did not look at the role of staff awareness and staffing norms in strategic plan implementation.

Waithaka (2013), carried out a study on challenges that are normally experienced during the process of strategic planning implementation in public and private hospitals in Nairobi County. The study reviewed the literature on what was considered to be challenges of implementation of formulated strategy by organizations. The study applied stratified random sampling method. The respondents included top management in public and private hospitals in Nairobi, and they were expected to give an insight into some of the strategy implementation challenges. The study used descriptive cross-sectional survey. This study employed descriptive statistics to analyze the data obtained. Results showed that the main factors affecting strategy implementation in public and private hospitals included; organization structure, strategy formulation, communication, organizational changes, coordination of activities, resource insufficiency and organizational culture. Organizational structure affected the implantation of strategic planning to a great extent. The study showed that the majority of the hospitals have organization structures in place though the current structures may as well interfere with the intended strategy; even though structures are well coordinated, tasks are divided efficiently, and they are clear. Also the decisions on how to coordinate activities, relationships are clear. Most of the structures have not been matched to the strategy in place and size of the structure is not adequate to cover all strategies. Based on the research finding, the commitment of the top management to the strategic direction of the organization is one of the main factors. The management is expected to show how willing it is to support the implementation process for it to be successful. The board forms one of the main subjects when it comes to the implementation process. It is expected to discuss how to assess organization effectiveness in relation to guiding execution process. However, the study did not look at the role of staff awareness and staffing norms in strategic plan implementation.

Alali (2015), did a study on factors affecting strategic implementation at St. Monica Hospital, Kisumu, Kenya. The study was conducted a case study. Data was collected from the management team of the organization using interview guide. Data was analyzed on whether the workers were a team in the process of implementing the strategic plan of the organization. The concept of strategy and its implementation indicated significance in that it was discussed as the foundation for how workers at St. Monica Mission Hospital build their relationship between themselves and with others. In the analyses of the responses, categorization and identification of themes and items for each interview were applied to achieve a general understanding of factors affecting strategy implementation. Some of the staff was completely unsure of the existing strategy at the hospital. The analyzed data revealed that strategy is a common terminology to the workforce of St. Monica Hospital. In analyzing data related to top-level commitment to strategy, the workers, and strategy implementers at St. Monica were not very particular about the managerial background, personality variables, functional background, industry familiarity, and locus of control of managers. Two sub-themes could be discernible, as isolated factors, closely related to top-level managers' actions. These are Communication and Leadership Style. The participants also appeared to focus on the financial dimension of resourcing strategy implementation at St. Monica. An absolute majority 14 (100%), in different words, made it clear that resources were inadequate. The study found out that organization leadership and human relations are more implicated factors in strategy implementation at St. Monica mission hospital in Kisumu. The study concludes that there are misunderstanding and lack of clarity on the meaning of strategy. However, the study did not look at the role of staff awareness and staffing norms in strategic plan implementation.

## 5. Conceptual Framework

Mugenda and Mugenda (2008) defined an independent variable as a variable that is manipulated to determine how it affects or influences another variable. The independent variables in this study are strategic plan awareness, staffing norms, top and mid-level managers and organization structure. The dependent variable is strategic plan implementation. Figure 1 shows how the variables are conceptualized to be related.



## 6. Methodology of the Research

### 6.1. General Background of Research

Hall and Howard (2008) defines research methodology as the procedural plan normally adopted to objectively respond to research questions, accurately and validly. The main roles of research methodology are assisted in the identification and development of logical procedures and arrangements needed for the study and lays emphasis on objectivity, accuracy, and validity of the underlying procedures. This study adopted a correlation research design. The adopted research design allowed the researcher to test the hypotheses using quantitative data. The correlational research design was considered appropriate because of the relationships amongst the study variables, including strategic plan awareness, human resource staffing norms, and organization structure.

### 6.2. Sample of Research

The target population for this study was 647 health workers, essentially staff with personal identification numbers working in Machakos Level 5, Kangundo Level 4 and Kathiiani Level 4 Hospitals. Staff was stratified into various categories namely: Doctors, Clinical Officers, Nurses and Support Staff. Machakos County has 119 doctors distributed as follows: 89 in Machakos Level 5 Hospital, 20 in Kangundo Level 4 Hospital and 10 in Kathiiani Level 4 Hospital. By adopting the existing staff stratification, the Fisher Formula was used to arrive at the sample size. The sample size was determined using the following formula;

$$N = \frac{Z^2 pq}{d^2}$$

Where:

N = Sample Size

p = Population that has characteristics being measured.

q = Population not to have characteristics being measured

d = Statistical significance set.

Z = Standard normal variate.

The level of confidence in the study is as high as 90% of the sample population taken hence it will embrace the characteristics of the total population. The study was conscious of lower proportions of not to result in increased the risk of biases (Cooper and Schindler, 2006; Sekaran, 2006). This study adopted the stratification and selected a sample size of 113 from each stratum based on the target population of each



category of staff. Simple random sampling technique was used within the stratum to eliminate bias as it accorded all the members of the population an equal probability of being included in the sample (Mugenda and Mugenda, 2008).

### 6.3. Instrument and Procedures

The study made use of a semi-structured questionnaire to collect primary data. The responses to the questionnaire were designed on a 5- point Likert scale. The measurement included: strongly agree; agree; neither agree nor disagree; disagree; and strongly disagree (Kimberlin and Winterstein, 2008). The questionnaire was divided into five sections. Section I captured background information, Section II strategic plan awareness issues, Section III human resource staffing norms, Section IV organization structure issues and Section V strategy implementation measurement. After the initial contact had been made, the questionnaires were self-administered. In this study, a total of fourteen employees were randomly sampled for the pilot study.

The results were based on in modifying and improving the questionnaire for the main study. The study used the Cronbach alpha coefficient to test the reliability of the collected data. Using the Cronbach alpha coefficient, reliability is between 0 and 1. The higher values meant greater reliability. The reliability threshold is alpha coefficient 0.7 for each study construct (Kimberlin and Winterstein, 2008). The collected data was edited and coded for analysis. The coded data was then analyzed using (SPSS). The analysis process made use of both descriptive and inferential statistics. Regression was the main inferential statistics used. The research findings were presented in the form of tables and graphs. The findings obtained formed the basis for the research findings, conclusion and recommendations.

### 6.4. Data Analysis

113 questionnaires in total were administered, but the researchers managed to obtain 100 completed questionnaires representing an 88% response rate. The questionnaire contained questions that addressed the objectives of the study. The research study sought to evaluate factors influencing implementation of strategic plans of hospitals in Machakos County. The findings revealed a moderately positive relationship ( $R= 0.365$ ) between the variables. It is also showed that 13.3% of the implementation process of the strategic planning could be explained by the factors under study as shown in Table 1.

Table 1. Summary of the Model

R	R Square	Adjusted R Square	Std. Error of the Estimate
.365	.133	.104	1.28781

Source: (Author, 2017)

The findings reveal the variables, at 95% confidence level, produce significant values, and the study can rely on to explain the execution of strategic plans of hospitals in Machakos County. The F-critical (3, 89) was 3.92 while the F-calculated was 4.561 as shown in Table 2. This indicates that F-calculated was higher as compared to the F-critical and hence implying that there exists a linear relationship between the independent variables in the study and the dependent variable. Also, the p-value was 0.005, which is equal to the significance level (0.05). Therefore, the model can be considered as appropriate in predicting the influence of the factors under study on strategy implementation.

Table 2.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	22.692	3	7.564	4.561	.005
	Residual	147.603	89	1.658		
	Total	170.295	92			

Source: (Research, 2017)

Table 3. Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta t		
1	(Constant)	3.793	1.492		2.541	.013
	Awareness of strategic plan	.492	.138	.363	3.558	.001
	Staffing Norms	.585	.424	.189	1.381	.003
	Organizational Structure	.041	.360	.016	.114	.005

Source: (Research, 2017)

The variables produced significant values (high t-values,  $p < 0.05$ ). The regression equation results show that for a 1- point increase in the independent variables, the strategic planning implementations process is predicted to increase by 3.793, with all other factors kept constant. The regression model equation is:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

$$Y = 3.793 + 0.492X_1 + 0.585X_2 + 0.041X_3$$

Where

$\beta$  is a regression coefficient

Y= Implementation of hospital strategic plans

$X_1$ = Staff Awareness

$X_2$ = Staffing Norms

$X_3$ = Organizational Structure

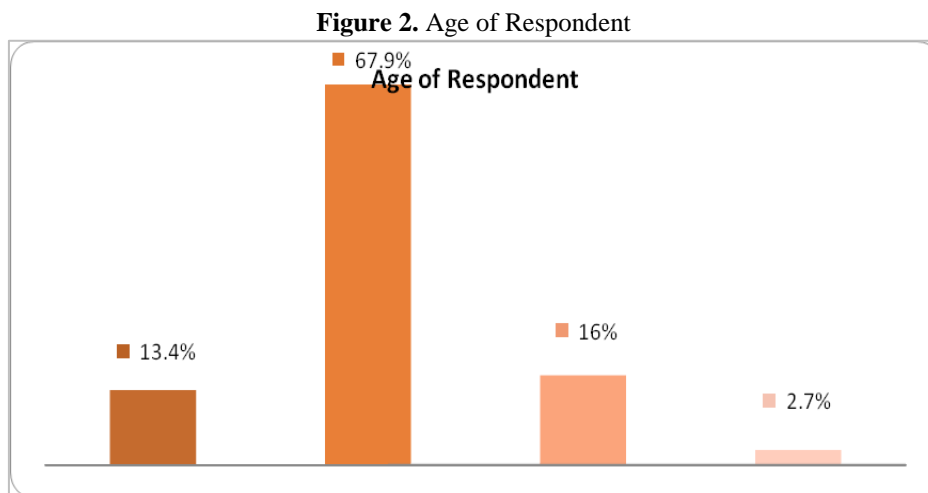
## 7. Results of the Research

### 7.1. Demographic Information

The following discussion represents the demographic information that was collected from the respondents.

#### 7.1.1. Age of Respondent

Most of the respondents were aged between 31-40 years, which represented about 67.9% of the total population. The second highest age group was between 41-50 years as presented at 16%. Only 2.7% of the respondents were aged 50 years and above as shown in [Figure 2](#) below. The findings, therefore, imply that most of the respondents were mature enough.

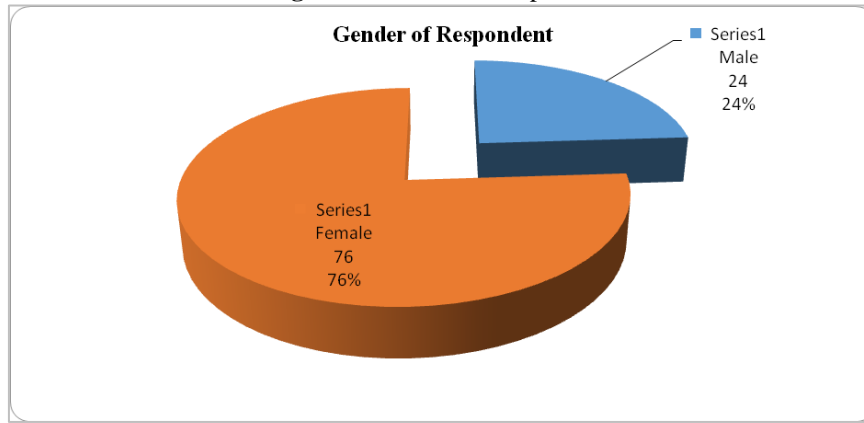


Source: (Research, 2017)

#### 7.1.2 Gender of Respondent

The gender of the respondents was noted. [Figure 3](#) shows that majority (76%) of the participants were female while the remaining 24% were male. This was because it was easier to convince ladies than men to participate in this research.

**Figure 3. Gender of Respondent**



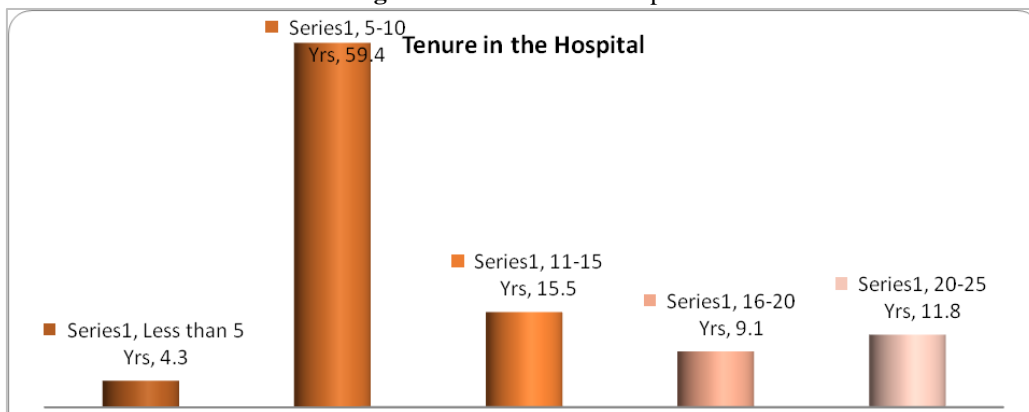
(Source: Research, 2017)

## 7.2. Hospitals Information

### 7.2.1. Tenure in the Hospital

59.4% of the respondents indicated that they had been in their hospital for between 5-10 years then followed by those between 11-15 years as presented at 15.5%. This, therefore, implies that majority of the participants had worked for their hospitals for a period long enough to enable them to comment on the issues under study. The findings are as shown in Figure 4.

**Figure 4. Tenure in the Hospital**

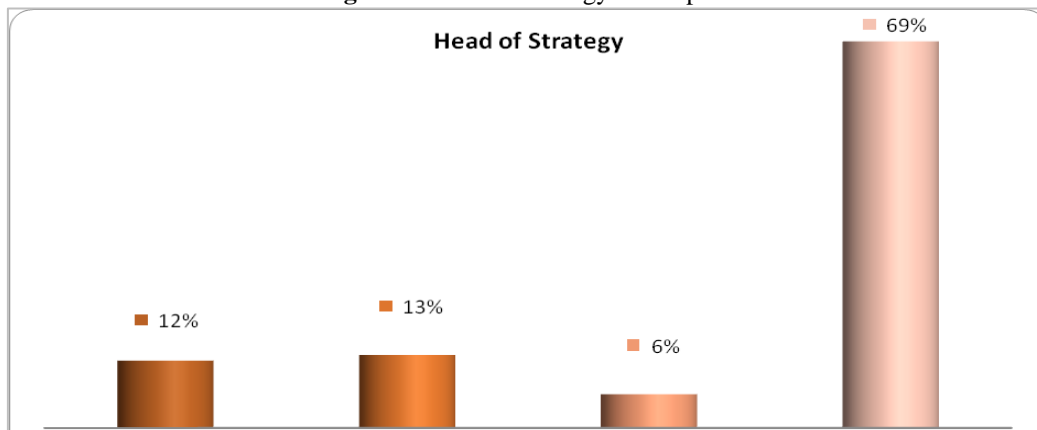


(Source: Research, 2017)

### 7.2.2. Head of Strategy in Hospital

Respondents were further required to indicate who was in charge of strategy implementation in their hospitals. It is evident that hospitals in Machakos County had hospital management teams with a responsibility to oversee strategy implementation. However, a significant 12% of the respondents indicated that everybody was in charge of strategy implementation in hospitals as shown in Figure 5.

**Figure 5. Head of Strategy in Hospital**



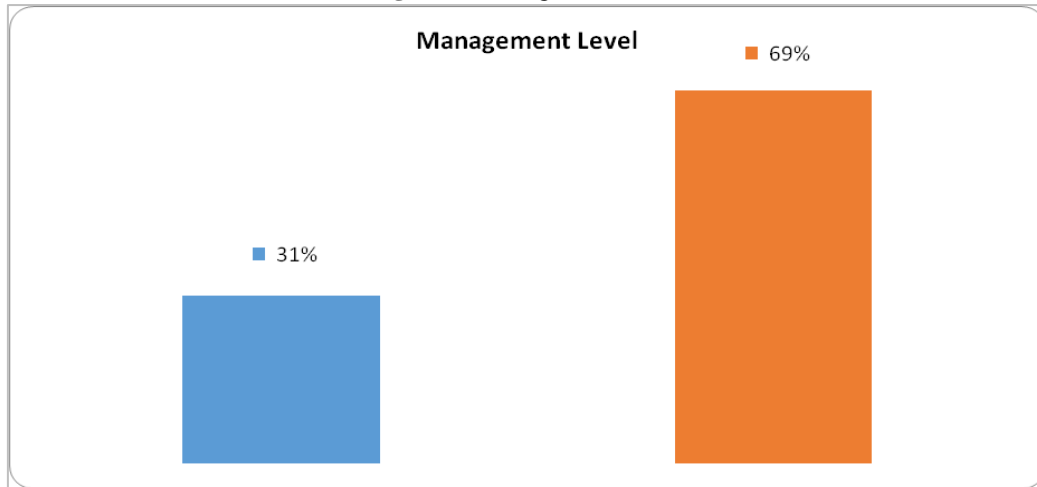
(Source: Research, 2017)



### 7.2.3. Management Level

Respondents were required to share the level of management at which they worked. The findings reveal that majority (69%) of them worked at middle-level management while the remaining 31% of them at top level management. This, therefore, implies that both levels of management were adequately represented because we have few employees at top management level.

Figure 6. Management Level



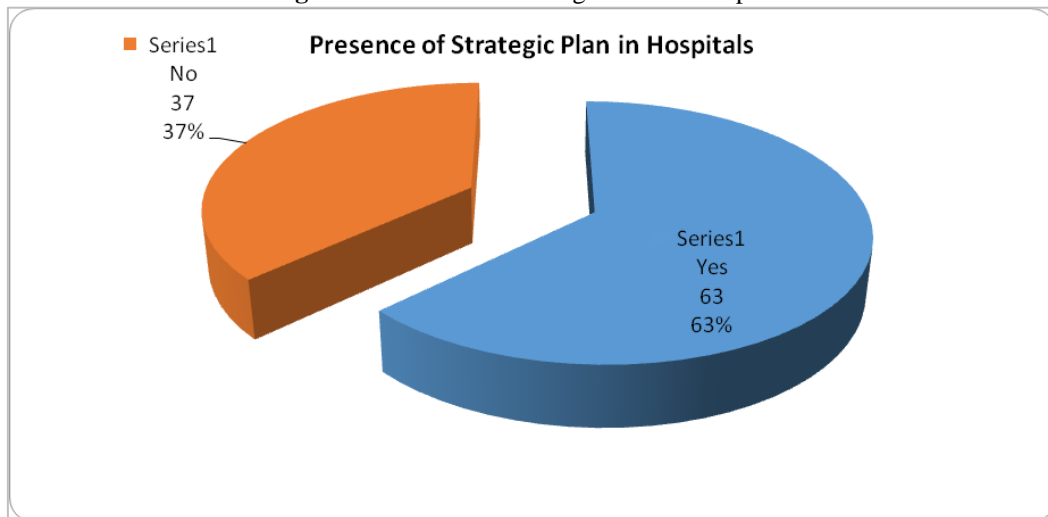
Source: (Research, 2017)

## 7.3. Strategic Planning and Implementation

### 7.3.1. Presence of Strategic Plan in Hospitals

Respondents were further required to indicate whether they had seen strategic plans in their hospitals. The research findings reveal that 63% of the respondents indicated that their hospitals had strategic plans while the remaining 37% of them indicated otherwise. The findings are as presented in Figure 7.

Figure 7. Presence of Strategic Plan in Hospitals

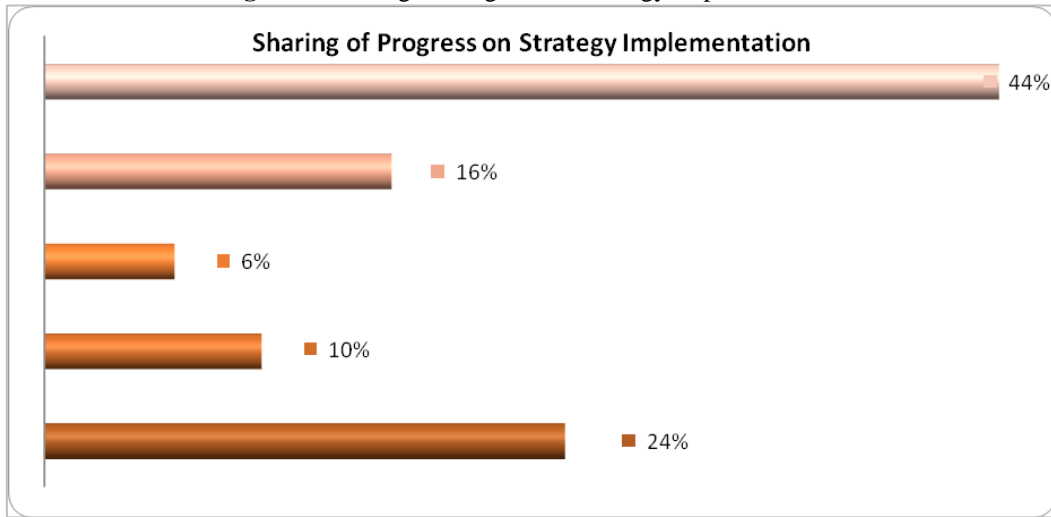


Source: (Research, 2017)

### 7.3.2. Sharing of Progress on Strategy Implementation

Respondents were required to share the frequency at which information on the progress of strategic plan implementation was shared to them. Research findings in Figure 8 show that progress on strategic plan implementation in the majority of the hospitals was never shared with them as represented at 44%. Only 16% of them agreed that information on progress of strategic plan implementation was shared annually.

**Figure 8.** Sharing of Progress on Strategy Implementation

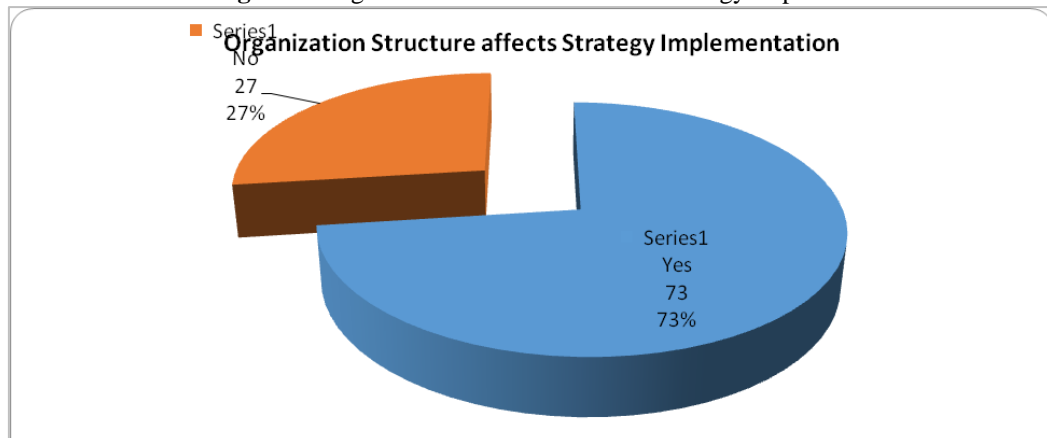


Source: (Research, 2017)

### 7.3.3. Organization Structure affects Strategy Implementation

Respondents were expected to share if the current staff organizational structures in their hospitals affected the implementation of strategic plans in government hospitals. Research findings presented in Figure 9 reveal that 73% of the respondents were in agreement that the current organizational structures as constituted affected the implementation of strategic plans in government hospitals. The remaining 27% of them were of a contrary opinion.

**Figure 9.** Organization Structure Affects Strategy Implementation

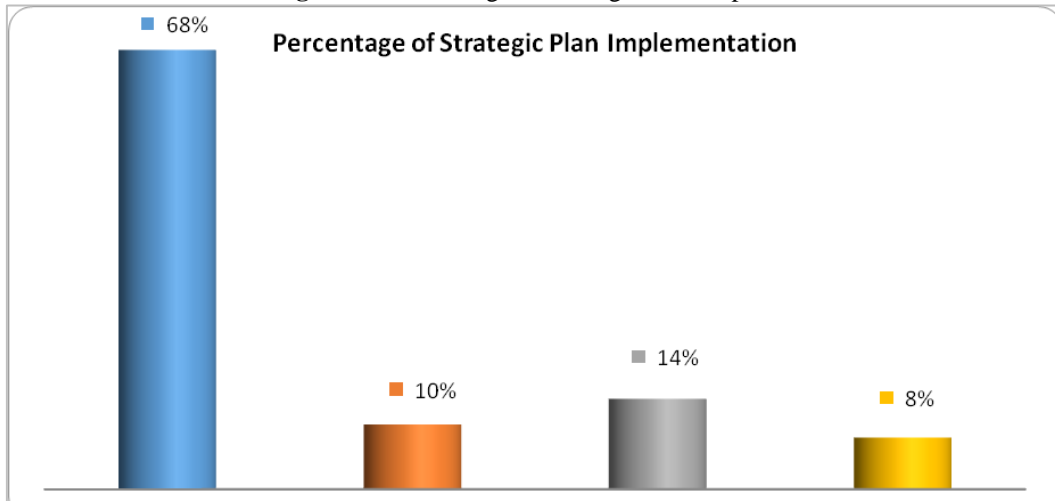


Source: (Research, 2017)

### 7.3.4. Percentage of Strategic Plan Implementation

Respondents were required to indicate the percentage of successful implementation of hospital strategic plans in Machakos County. Research findings in Figure 10 revealed that majority of the hospitals in Machakos County had implemented their strategic plans to a tune of 20 percent. Only 8% of the respondents indicated that their hospitals had implemented their strategic plans to a tune of 80 percent were required to indicate the percentage of successful implementation of hospital strategic.

**Figure 10.** Percentage of Strategic Plan Implementation



Source: (Research, 2017)

### 7.3.5. Strategic Plan Implementation

Respondents were required to share how much they agree with various aspects of the implementation of hospital strategic plans in Machakos County. Items that were scaled on the five points Likert-Type Scale. Means ranging between 2.7234 - 3.0000 and standard deviations ranging between 0.64463- 0.89471 were registered as shown in Table 4. From the findings, it is evident that strategic plans of hospitals in Machakos County have been done to a small extent attributable to the low means registered. Poor coordination of strategy implementation and monitoring and evaluation were cited as the major reasons for minimal implementation of strategic plans.

**Table 4.** Descriptive Statistics on Strategic Plan Implementation

Item	Mean	Std. Deviation
My hospital has translated its strategic objectives to achieve set goals	2.9681	.89471
There is a designated unit to coordinate strategy implementation in my hospital	3.0000	.64463
Coordination of strategy implementation has been sufficiently effective	2.7234	.89850
Key implementation tasks have been achieved in my hospital	2.9674	.89839
Sufficient resources have been allocated for strategy implementation in my organization	2.8511	.86241
My hospital reviews monitoring data regularly and revise strategic decisions as appropriate	2.7742	.86945
<b>Mean Score</b>	<b>2.8807</b>	

Source: (Research, 2017)

## 8. Summary Findings

Three main factors influencing implementation of strategic plans in hospitals were considered ranging from staff awareness, human resource staffing norms and organizational structure. The research findings reveal that majority of the respondents had heard about strategic planning in the health sector. However, another significant percentage of respondents were not aware of strategic plans in the health sector in Kenya. Most of the participants responded that their hospitals had strategic plans with a few of them indicating that their hospitals did not have strategic plans. It is clearly shown from the research findings that orientation of staff on health sector strategic plans will improve strategy implementation. Establishment of feedback loops and increased advocacy will go a long way in ensuring strategic plans are successfully implemented in the health sector.

The research findings revealed that effective flow of information on all matters is important for successful implementation of strategic plans. Proper coordination of activities within the institution is also important for successful implementation of strategic plan. It is generally clear from the research findings that strategic plans of hospitals in Machakos County have been done to a small extent attributable to the low means registered. Poor coordination of strategy implementation and monitoring and evaluation were cited as the major reasons for minimal implementation of strategic plans. The findings reveal that there

was a moderately positive relationship ( $R= 0.365$ ) between the variables. The study also revealed that 13.3% of strategy implementation could be explained by the factors under study.

## 9. Conclusion

From the study findings, it is evident that the staff awareness, human resource staffing norms and organizational structure affect the implementation process of strategic planning of hospitals in Machakos County significantly. This follows the fact that there is a moderately positive relationship of ( $R= 0.365$ ) between the variables. Also, the 13.3% strategy implementation was explained by the factors under study. It is also generally clear from the research findings that strategic plans of hospitals in Machakos County have been done to a small extent attributable to the low means registered. Poor coordination of strategy implementation and monitoring and evaluation are cited as the major reasons for minimal implementation of strategic plans.

## 10. Recommendations

The management of hospitals should ensure that there is adequate advocacy on the presence of strategic plans and its role in attaining organizational objectives to be conducted. This will go a long way in creating awareness among members of staff aimed at creating ownership of the strategic plan for proper implementation. All stakeholders should be engaged in the implementation of strategic plans aimed at reducing resistance from the stakeholders in the strategic planning implementation process. Hospital management should ensure that formation flow in the organization was effective in relation to strategy implementation. This will ensure that there is no communication breakdown which hinders implementation of strategic plans.

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