

**STRATEGY IMPLEMENTATION AT KENYATTA NATIONAL
HOSPITAL NAIROBI, KENYA**

BY

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DECLARATION

I declare that this research project is my original work and has not been presented for an award of any degree or any certificate in any other institution of higher learning other than The University of Nairobi



15th September 2023

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DEDICATION

I dedicate this research project to **Baruch-Atta-Adonai**, for His unmerited grace, mercy, and blessings that have seen me through. This is also to my spouse, Alice Lisa, loving parents, brother Cyprian Chahasi and my younger siblings who encouraged me whenever I felt like giving up. Thank you for your understanding when I stayed away for long, either in class or retreated for private studies.

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LIST OF ABBREVIATIONS AND ACRONYMS

ACRONYM	MEANING
KNH	Kenyatta National Hospital
MOH	Ministry of Health
HSSP	Health Sector Strategic Plan
SDGS	Sustainable Development Goals
MMUH	Mama Margaret Uhuru Hospital
NRS	National Referral System
KNHSPV	KNH Fifth Strategic Plan
KPIs	Key Performance Indicators

ABSTRACT

Implementing strategies effectively is a crucial aspect of the strategic management process within all types of organizations. The process of strategy implementation commences during the planning and strategy development phases and extends through to the actual execution stage. Nevertheless, the translation of strategic plans into actionable steps presents a multifaceted and challenging undertaking. The fundamental objectives of this study encompassed an exploration of the methodology employed in strategy implementation at Kenyatta National Hospital, an investigation into the obstacles encountered during this implementation, and an evaluation of the approaches employed to overcome these challenges. The research approach centered on a case study design. The collection of primary data involved the use of targeted interview guides, while secondary data was sourced from various outlets including hospital news outlets, broadcasts, published materials, the official hospital website, KNH's strategic plans, and human resource manuals. These interview guides were administered through individual interviews, encompassing a total of six participants. The analysis of qualitative data was carried out through the application of content analysis techniques. The outcomes of the study were subsequently presented in a narrative format. It was noted that KNH focuses on; Hospital long-term vision, resource allocation, stakeholder involvement, staff training and development, strategic leadership, strategy communication, organizational structure alignment and monitoring and control strategies. Further, target setting risk management, resource mobilization and periodical budgetary prioritization practices are embedded in the strategy implementation practices of KNH. Additionally, it was vividly elaborate that KNH strategy implementation challenges oscillate around; strategy complexity, inadequate financial resources, Inadequate human resources for health, institutional inertia or change resistance, communication breakdown, changes in government policies, legislations and guidelines and presence of uncontrollable external factors. In addition, inadequate rewards systems, Inadequate technologies for health and ineffective national referral policy hinder the actualization KNH Strategy as well as the dream to be a world-class specialized patient centered Hospital. From the findings, it was established that KNH embraced several measures to address strategy implementation challenges. These include strategy advocacy programs, cascading of its strategic plan, target setting through its strategic objectives, resource mobilization, culture change and management program, continuously monitoring and evaluation reporting learning and adapting. The study's findings pointed to several key conclusions regarding the effective implementation of strategies at KNH. Continuous monitoring and control of strategy implementation emerged as a vital factor, alongside maintaining consistent internal communication, and aligning both systems and personnel. To enhance practical implementation, the study suggested several recommendations. These encompass the necessity for KNH to strategically allocate and prioritize resources, fortify its operational frameworks, introduce modifications in reward and incentive structures, foster a balanced organizational culture, and embrace comprehensive automation. From a policy perspective, the study underscored the importance of reinforcing policies and guidelines to elevate service delivery excellence.

CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

The execution of a strategy determines the strategy's eventual fulfillment. A strategy is crucial since it defines an organization's growth (Brinkschröder, 2014). Managers should find ways of adopting new plans to survive and meet their goals. To achieve organizational goals and objectives, the implementation of a strategic plan is a critical process, which can be complex and present challenges for organizations, according to Lander et al (2021). Conversely, there is no conventional method of strategy implementation. Different organizations implement strategies differently and so are the contexts of strategy implementation.

In the present era, organizations find themselves navigating through an ever shifting and dynamic landscape. This is marked by the rapid advancement of information and communication technologies, the influence of globalization, intense competitive pressures, constant and widespread changes, an abundance of data streaming in from the external environment, accelerated operational pace through automation, and the intricacies of addressing emerging contradictions within organizational frameworks. These factors collectively constitute the challenges that contemporary organizations encounter daily, as noted by Tetenbaum in 1998. The survival of these organizations exclusively depends on the strategies they adopt and successfully implement them.

Strategy implementation is the process through which an organization builds organizational configuration that allows it to effectively pursue its strategy (Hill, Jones, & Schilling, 2014). Strategy implementation and execution are generally operations-driven activities centered on the management of people and business processes

(Thompson, Stickland , & Gamble, 2007). This research relies on two theories: The Institutional theory and the Mckinsey-7s framework. These theories tent to explain how organizations align their systems to business environmental changes for effective operational efficiencies that spur implementation and realization of strategies that competitively positions them in their line of business.

Public organizations should find ways of adopting new plans to meet the changing needs of their clients. The progressive entry of private hospitals with effectively structured, accountable, and sustainable healthcare management systems threatens the status quo in public healthcare management. Conversely, public healthcare institutions are credited with having progressive healthcare management strategies, equitable and evidence-based care (Loevinsohn, 2005). Public hospitals like Kenyatta National Hospital (KNH) strive to re-engineer its processes and services to strategically position itself in the market based on its inventory of internal competencies.

1.1.1. Concept of Strategy Implementation

A strategy is a broad plan for dealing with the competing environment to achieve an organization's goals. Most organizational strategies are never executed. This is another reason why emphasis should be placed on execution for an organization's success (Atkinson, 2006). The effective implementation of defined strategies is critical for an entity to prosper in a dynamic operational environment where changes such as technical innovation, competition, globalization, and regulation occur. In the planning process, these strategic issues are channeled through objectives that shape goals to be attained. This is a deliberate systematic procedure in which decisions are made concerning the future aims and activities of an organization (Atkinson, 2006).

A strategy must be transformed into well-implementable activities to be effective. Implementation strategies are translated into actions that harness synergies in practice through responsibilities, hence enhancing strategy realization. There are numerous challenges in strategy implementation in the health sector. The study shows that most challenges are related to organizational structure, culture, and leadership. The organization's structure is a critical factor affecting strategy implementation. An organization with a robust hierarchical structure is expected to realize its strategy under implementation more than one with an informal structure. This means that there should be clear lines of authority and responsibility within an organization. The culture of an organization is another crucial factor that affects strategy implementation. Culture refers to the norms and values shared by employees in an organization. Leaders must develop a culture that supports their strategy to improve its implementation process. For instance, if leaders want their employees to embrace change, they should foster a culture where employees are encouraged to embrace change (Fryatt, 2017).

1.1.2. Healthcare Industry in Kenya

The government of Kenya takes cognizance of the fact that good health is a pre-requisite to socio-economic development thus through the Ministry of Health (MoH), it coordinates, and capacity builds the healthcare industry in line with the established policies and standards (MOH, 2021). The health sector is a large and multifarious one. It is also an industry that is becoming increasingly globalized; this means that the health sector must adapt to new technologies, regulations, and competitors. Acknowledging these challenges, the Ministry of Health developed its Sector Strategic Plan (HSSP) to assist it to wade through the ever-changing operating environment, emerging and re-

emerging diseases as well as the dire capacity building that is deficient in its value chain.

Healthcare planning and management in Kenya through the Ministry of Health encapsulates role the healthcare industry plays in the delivery of the Sustainable Development goals (SDGs), the African Unions' Agenda 2063, vision 2030, the Universal Healthcare coverage, the sector Agenda and the National Healthcare Policy and guidelines (Mwai Kibaki Hospital, 2023). Enshrined within the Kenyan constitution, specifically under the bill of rights, is the assurance of every individual's entitlement to the utmost achievable level of health. The Health Act of 2017 serves to create a cohesive healthcare system that effectively manages the interactions between the central government's health system and those of the various county governments. Additionally, this legislation outlines the framework for overseeing healthcare services, providers, health-related products, and technologies. This multifaceted approach is intended to serve interconnected goals within the realm of healthcare, as outlined by KNH in 2022.

Level six Hospitals, a category in which KNH falls, are mandated to provide specialized health services, facilitate training, and research and participate in national health policy formulation and planning. This positions the level six facilities at integral positions in mainstreaming healthcare delivery in line with the stipulated legal mandates for health. The Kenya Nation referral Policy is the nexus for structured healthcare management up the healthcare systems and levels.

1.1.3. Kenyatta National Hospital – KNH

Established in 1901 under the name King George Hospital, Kenyatta National Hospital (KNH) began with just 40 beds. Originally functioning as a part of the Ministry of Health, KNH's status evolved in 1987 when it became a State Corporation, as indicated in Legal Notice No. 109 dated April 6th, 1987. This status was further updated through Legal Notice No. 38 on March 1st, 2021. Over the years, KNH has seen remarkable growth, expanding its capacity to 2,516 beds. It now serves around 949,000 inpatient nights and attends approximately 800,009 outpatients annually, which includes Mwai Kibaki Hospital (MKH) and Mama Margaret Uhuru Hospital (MMUH), according to KNH's information in 2022.

Kenyatta National Hospital is one of East Africa's major public hospitals. It's at the apex of the National Referral Systems (NRS) in Kenya. It boasts of a specialized healthcare service portfolio that is nested in her expanded mandate. It has a staff establishment of 6,500 employees engaged on long-term short-term contracts. On average the Hospital attends to 800,000 patients annually seeking healthcare management in diverse professional disciplines in her structure. The hospital works in a more liberalized political, social, and economic context, while also contending with governmental methods of control (KNH, 2021).

The Hospital adopted strategic planning and management in its operations to define and deliver on its priorities as ascribed in her mandate. KNH has developed and implemented four corporate and several functional strategies. The new fifth (V) KNH strategic plan (KNHSPV) for the period 2023-2028 builds on the successes and lessons learnt in the implementation of the preceding four plans. It aims at raising the institution

to greater heights in healthcare service delivery (KNH, 2021). Despite all these targeted efforts, the Hospital continues to face operational inefficiencies from time to time.

1.2. Research Problem

A strategy is crucial since it defines an organization's growth (Brinkschröder, 2014). To achieve organizational goals and objectives, the implementation of a strategic plan is a critical process, which can be complex and present challenges for organizations, Lander et al (2021). Conversely, there is no conventional method of strategy implementation. Different firms implement strategies differently and so are the contexts of strategy implementation. Various factors have been identified by previous studies as influencing strategy implementation in organizations. These include leadership, organizational culture, communication, employee engagement, resource allocation, and monitoring and evaluation, as pointed out by Chen and Huang (2019). Equally, challenges that may hinder the implementation process include a lack of resources, inadequate skills, resistance to change, and conflicting priorities, as highlighted by Odhiambo et al. (2021).

Organizations must overcome the various strategic challenges facing them in turbulent environment thus they need to discover more efficient ways of operation. Healthcare institutions in Kenya are not left out in this scenario. County and National Referral hospitals such as KNH, face their fair share of operational challenges that span economic, political, and social spheres of their operations.

In their illuminating case study, Kim, and Lee (2019) delved into the dynamic interplay between organizational culture and strategy implementation within Hyundai

Corporation. Their findings revealed that a culture that is congruent with strategic objectives can serve as a potent enabler, while a flimsy or inharmonious culture can impede progress (Kim & Lee, 2019). Hill and Jones (2012) provided a comprehensive overview of strategic management, including strategy implementation.

After reviewing the above and similar studies carried out in the past, it's established that there is no one universal method of strategy implementation. Different firms implement strategies differently. How is strategy implemented at Kenyatta National Hospital?

1.3. Research Objectives

This research intends to:

- i) Establish how strategy is implemented at Kenyatta National Hospital
- ii) Determine the challenges of strategy implementation at KNH.
- iii) Determine how challenges of strategy implementation are addressed at KNH.

1.4. Value of Study

This study held significant value for academia, management practitioners, and policymakers alike. Primarily, it contributes to the advancement of understanding within the realm of strategic management. It validates and enriches the institutional theory of management with the prospect of embracing dynamic institutional management being made explicit. The research also shows the role of the McKinsey 7-S framework in the management of institutions through the different structures and guidelines that have been defined for operational efficiency with the interest of stakeholders at hand. Furthermore, this study demonstrates how a firm's assets are the

primary drivers of competitive advantage and success thus positioning it strategically in the sphere of operation and realizing its intended strategy.

The findings of the study were of benefit to policymakers and administrators who practice strategic planning and implementation in various fields, MOH and KNH Management is no exception. This study is significant in informing the policy makers merited enablers for successful strategy implementation, the challenges there in as well as the likely solutions to these challenges. The study enables the Hospital management to understand and crystalize the factors affecting effective strategy implementation and in effect re-consider its strategy delivery model.

The increased knowledge of strategy implementation could be used as a reference point for the development and implementation of plans and studies. This progressively enables practitioners in strategic management to firm up their strategy development and implementation processes. It shall inspire reconfiguration of organizational strategic management thus positioning itself competitively in the market thus accomplishing its goals.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

This chapter provides an overview of the extant literature on strategy implementation and the challenges experienced in practice. It discusses the underlying theories for the study and links to strategy implementation. It shows research that was done previously and results that were obtained. It defines a critical knowledge basis upon which this study was carried on.

2.2. Theoretical Foundation

Strategy implementation is a prime mover for performance and success of organizations be it for profit or not for profit. Strategy implementation entails a wide variety of activities aimed at transforming strategic objectives into actions (Miller & Dess, 1996). According to Noble (1999), strategy implementation is the presentation, understanding, adoption, and execution of long-term strategic plans. Implementing a strategy entail putting ideas, objectives, programs, aims, and other parts of the chosen strategy into action. (Noble , 1999).

Strategy implementation requires identifying quantifiable, mutually defined yearly targets that translate long-term ambitions into short-term goals. It also includes the formulation of specialized functional strategies that transform grand corporate strategy into current action plans for organizations' functions. As a result, if the strategy is to be properly executed and improved, execution must be regulated and reviewed. However, many problems arise throughout implementation and must be solved if the strategy is to be implemented. (Odhiambo-Otieno, 2005)

According to the institutional theory, it's important for individuals and organizations to make sense of their environment and how they learn to conform to institutional norms. The theory argues that institutions are created to make sense of an uncertain and complex world. Individuals and organizations learn to interpret and make sense of their environment through their interactions with institutions (Weick, 1995). Strategies may fail at the execution stage owing to failures in translation, adaptation, and long-term change sustainability. A dynamic approach to strategy execution, on the other hand, might help to overcome the constraints of an organization's cultured old traditions, which serve as the best cradle for failures. The McKinsey 7 S framework inspires operational efficiency into processes of institutions with a focus on key elements that drive organizational success. Organizational structure, control mechanisms, and culture impact directly people's behavior, values, and attitudes and aid in the implementation of the firm's business model and strategy thus building a competitive edge.

Mintzberg (1994) observed that when a strategy fails, the plan rather than the implementation is scrutinized since it is easier to assess. A solid mechanism for guiding activity and behavior, particularly effective communication systems, as well as adequate strategic and management control systems, is required for successful plan execution (Mintzberg, 1994). According to Mackey (2010), adequate communication is critical for the successful implementation of a plan. This message should contain an explanation of the new positions, tasks, responsibilities, and obligations that workers must do, as well as the reasons for these changes. This assists employees in understanding their position in the implementation process, effects and consequences of each role of the process if not properly executed by the people involved or the people the job was assigned to by the executive or the top managers of the organization. (Mackey & Toth, 2010).

2.2.1. Institutional Theory of Management

The basic premise of institutional theory is that individuals and organizations are shaped by the institutions within which they operate. Institutions are defined as "stable, valued, recurrent patterns of behavior." They can be formal, like laws and regulations, or informal, like norms and values. In the field of management, the theory has been used to explain everything from why companies adopt certain human resource practices to how they respond to environmental shocks (Furusten, 2013).

The theory has two main perspectives: the normative and the cognitive. The normative perspective focuses on how institutions constrain and enable individuals and organizations. This perspective argues that institutions are created in order to reduce uncertainty and conflict. Institutions provide rules and procedures that define how people should behave. They also provide incentives that encourage people to conform to institutional norms (Meyer, 2007). The cognitive perspective focuses on how individuals and organizations make sense of their environment and how they learn to conform to institutional norms. This perspective argues that institutions are created to make sense of an uncertain and complex world. Individuals and organizations learn to interpret and make sense of their environment through their interactions with institutions (Weick, 1995).

The institutional theory of management has several implications for organization design and behavior. First, the theory suggests that organizations are likely to be more successful if they are designed to fit the environments in which they operate. Suggestions are made that an organization secures social support that ensures its survival given that it conforms to the pressures from the institutions constituting its environment. In this context an organization's success is not only based on capital,

labor, materials, and knowledge but also acceptance the acceptance of the culture in which they operate, termed as social legitimacy (Palthe, 2014).

More recent work on institutional theory has been concerned with how institutions change over time in response to changes in their environment, how they are created and how they can be destroyed. Organizations that do not change in response to their environment are likely to be unsuccessful. A probable driver of change is the extent of dissatisfaction within a group. A higher level of discontent and dissipation automatically compel an organization to review its design and behavior. A question may arise, “Do these changes guarantee success?” Well, the only way for an organization can subsist would be through its ability to adapt to these changes (Palthe, 2014).

In organizations, things can unfold in ways that weren't planned, and not everything that happens is a result of deliberate planning. Looking at it from an institutional perspective helps us understand why there might be differences between what organizations intend to achieve and what happens on the ground. However, this approach can be limiting because it tends to present organizations as too mechanical in how they respond to societal pressures—those that come from norms, forces, or imitation. The traditional way of seeing organizations takes into account various viewpoints and the ever-changing influences that surround them. In today's fast-changing business world, it's valuable to use a way of thinking that can dive deeper into complex issues within an organization. This kind of analytical tool, as suggested by Jepperson and Meyer in 2021, should be encouraged and applied.

The theory has been criticized for its focus on stability and order. Critics argue that the theory fails to explain change and innovation. Attention has been fixed on examining momentous events as opposed to everyday processes. Author, Powell argued that examining external prompts that that caused shocks and ultimately change to on organization's framework should be done on all voices that catalyze change. Ongoing activities play a significant role in producing continuity and change. In this case attention has shifted from determining an organization's adaptation to change based on the momentous events institutions experience (Powell & Colyvas, 2008)

Institutional theory has been criticized for being too broad and for not providing clear predictions about organizational behavior. Some scholars have argued that the theory does not adequately account for the agency of individual actors within organizations. Institutions propose guidelines for organizational behavior, suggesting that an organization cannot thrive outside conforming to the standards set by them. This does not address specific pain points for an organization. However, critics have argued that the theory remains a widely used and influential framework for understanding how organizations are shaped by their environment (Krajnovic, 2018).

2.2.2. The McKinsey 7-S Framework

This model is widely used to analyze and organize a company's resources and capabilities. The framework is based on the concept that there are seven factors that must be aligned for a company to be successful. These factors are: strategy, structure, systems, shared values, style, staff and skills. If any one of these elements is not aligned with the others, it can cause problems for the organization. For instance, if the strategy is to grow the company by acquiring other businesses, but the structure is not set up to support that growth, it can lead to problems (Channon & Caldart, 2015).

Strategy is one of the most important aspects of the McKinsey 7S Framework. It is the overarching plan that guides an organization and dictates how it uses its resources to achieve its objectives. Without a strong strategy, the organization lacks direction and purpose thus flounders and fail to achieve its goals. A well-crafted strategy helps an organization to focus its efforts and use its resources more effectively. It also provides a roadmap for decision-making, helping the organization to navigate through uncertain and challenging times (Chmielewska, Stokwiszewski, Markowska, & Hermanowski, 2022)

Structure refers to the way in which an organization is organized. A well-designed structure can help to improve communication, coordination, and decision-making. It can also help to reduce duplication of effort and increase efficiency. A poorly designed structure can lead to confusion and conflict and can make it difficult for an organization to adapt to change. It can also impede communication and collaboration and make it difficult to coordinate activities (Baishya, 2015).

Policies and procedures that an organization has in place are what constitute its systems. They govern the level of efficiency that an organization's systems can be defined by. A company's systems can impact its strategy. Systems are regularly employed when organizational plan and suitability are at question (Shaqrah, 2018).

Shared values are the beliefs, philosophies, and principles that guide an organization and its members. They are the foundation upon which an organization is built and the guiding force behind its actions. The shared values of an organization should be reflected in its strategy and all other aspects of the organization's framework (Hsiao,

2019). These values are important because they provide direction and purpose for an organization. They give employees a sense of identity and belonging and inspire them to work towards the common goal of the organization.

Style refers to the way in which an organization is managed and includes the management methods, decision-making processes, and communication styles of the organization. Style sets the tone for how the organization operates and how decisions are made. The style of an organization should be aligned with its strategy to be effective. An organization's style also has an impact on the culture of the organization which can either support or undermine the organization. A strong and effective style can help an organization to achieve its goals by providing a clear and consistent message to employees and other stakeholders. It can also help to build trust and loyalty among employees, and to create a positive and productive work environment. In contrast, a weak or ineffective style can lead to confusion and conflict within the organization, and ultimately hinder its ability to achieve its goals (Shaqrah, 2018).

The staff of an organization are its employees, who contribute their time and labor to achieving the goals of the organization. The staff are important to the organization because they are the ones who do the work that needs to be done. They contribute to the overall culture of the organization. Setting the tone for how the organization is perceived by the public as they are the ones who represent the organization in the community. The staff are also important because they are the ones who contribute to the overall morale of the organization (Channon & Caldart, 2015).

Skills are the abilities and expertise of individuals that enable them to perform certain tasks. In the context of organizations, skills are the collective capabilities of individuals

that contribute to the organization's ability to achieve its goals. The rise of scientific management led to a greater emphasis on the importance of skills in the workplace. Several factors have contributed to this increased awareness, including the globalization of the economy, the rise of the knowledge economy, and the increasing importance of human capital in organizations. The rise of the knowledge economy has also had an impact on the importance of skills. In this type of economy, organizations are increasingly reliant on the knowledge and expertise of their employees (Kumar, 2019)

Each of these elements is important, but the key is to ensure that they are all aligned congruently with each other. The 7-S Framework can be used as a tool for auditing and diagnosing problems within an organization. It can also be used to help design and implement changes, such as a new strategy or a new organizational structure. The framework is not without its critics, who argue that it is too simplistic and that it does not consider the complexities of real-world organizations. However, it remains a popular tool for many organizations and continues to be used extensively (Baishya, 2015).

2.3. Strategy Implementation in Organizations

Many organizations struggle with strategy implementation because it can be difficult to get everyone on board with new plans and to get the necessary resources. Perhaps the most difficult challenge is aligning the strategy with the company's overall business objectives. This can be difficult to do if the strategy is not well-defined or if it does not consider the company's strengths and weaknesses. Further challenges encompass communication of the strategy to all employees, availing of requisite resources for the operationalization of the strategy, and ensuring that it does not clash with existing

organizational culture or values. (David, 2011). Additionally, it can be difficult to monitor and adjust the strategy as needed if it is not implemented correctly from the start.

Strategy implementation encounters a series of unique challenges during its operationalization. Arguably, the most significant challenge is translating the strategy to employees and creating buy-in to the strategy. Employee support is crucial to realizing the coordinated efforts toward strategy implementation. If employees are not supportive of the new strategy, it is unlikely to be successful (Dyer, et al., 2016). There are several ways to gain employee support, this encompasses: Involvement of employees in strategy development; communicating the benefits of the new strategy to employees, and provision of resources and training to employees to successfully implement the new strategy.

The effectiveness of strategic management is limited by several factors and like other management approaches (Kabeyi, 2019), is not suitable for all situations and problems, these factors are discussed explicitly by Braduțan and Sârbu, (2012) and Jurevičienė, (2013) as; Non-involvement of strategy developers in execution makes it difficult to delegate duties to other parties not involved in the development phase (Braduțan & Sârbu, 2012); lack of managers with essential expertise, abilities strong conceptual skills and capacity to understand the broad picture can result in devastating financial implication if the strategies they prepare do not provide anticipated results. (Jurevičienė, 2013).

(Braduțan & Sârbu, 2012; Jurevičienė, 2013) Argue that system complexity and lack of a strong dedication to strategic goals frequently result in poor execution and, eventually,

failure. In many circumstances, poor execution is caused by a mismatch between operational and strategic goals. Strategy formulation is expected to provide a clear image of what the future looks like. Attempting to define an organization's future in depth is not the same as offering a thorough account of its current internal status and external circumstances. Instead, it is a mix of qualitative aspirations for the future condition of the company, what place it wants to occupy in the market, and what sort of organizational culture it wants to have. This might just be wishful thinking, giving false hope. (Kabeyi, 2019; Braduțan & Sârbu, 2012).

Strategy implementation is considered expensive by small and medium-sized organizations. The cost implication to the bottom line for these institutions is considered huge and unnecessary thus abandoned during implementation. The linking of different initiatives, processes, and activities during strategy institutionalization is difficult and time-consuming. Furthermore, it can be difficult to get everyone on board with a new strategy, especially if it requires changes to existing processes, procedures, values, and cultures. This could create an imbalance in the strategic fit between the organizational processes and the intended strategy, thus impeding execution.

2.4. Empirical Studies and Research Gaps

This section provides a review of empirical studies on strategy implementation. It provides an overview of the current state of research, identifies gaps in the literature, and offers suggestions for future research. The literature on strategy implementation can be divided into three main streams: Studies that focus on the organizational level of analysis; Studies that focus on the individual level of analysis and studies that take a multilevel perspective. (Rho, Park, & Yu, 2001)

Organizational-level studies of strategy implementation have typically examined the effect of different organizational structures on implementation success. For instance, one line of research has focused on the role of formalization in implementation. Formalization is usually operationalized as the extent to which an organization has written rules and procedures governing employees' behavior. Empirical evidence on the relationship between formalization and implementation success is mixed, with some studies finding a positive relationship and others finding no relationship or a negative relationship. (Rho, Park, & Yu, 2001).

Another line of research has focused on the role of centralization in strategy implementation. Centralization is usually operationalized as the extent to which decision-making authority is concentrated at the top of the organization. Empirical evidence on the relationship between centralization and implementation success is also mixed, with some studies finding a positive relationship and others finding no relationship or a negative relationship. (Rho, Park, & Yu, 2001)

The third line of research has focused on the role of culture in strategy implementation. Culture is often operationalized as the shared values and beliefs of an organization's members. Empirical evidence on the relationship between culture and implementation success is again mixed, with some studies finding a positive relationship and others finding no relationship or a negative relationship.

Generally, the evidence from organizational-level studies of strategy implementation is inconclusive. This may be because most of these studies have been conducted in developed countries, and the relationships between organizational factors and implementation success may differ in developing countries. Alternatively, it may be the

case that the relationships between organizational factors and implementation success are context-specific and depend on the specific industry or organizational context in which they are studied (Rho, Park, & Yu, 2001).

Individual-level studies of strategy implementation have typically examined the effect of different individual characteristics on implementation success. For instance, one line of research has focused on the role of motivation in implementation. Motivation is usually operationalized as the extent to which an individual is interested in and committed to the success of the implementation process. Empirical evidence on the relationship between motivation and implementation success is mixed, with some studies finding a positive relationship and others finding no relationship or a negative relationship. (Rho, Park, & Yu, 2001)

Another line of research has focused on the role of ability in strategy implementation. Ability is usually operationalized as the extent to which an individual has the skills and knowledge necessary to successfully carry out the tasks required by the implementation process. Empirical evidence on the relationship between ability and implementation success is also mixed, with some studies finding a positive relationship and others finding no relationship or a negative relationship.

The third line of research has focused on the role of personality in strategy implementation. Personality is often operationalized as an individual's pattern of thoughts, feelings, and behaviors that is relatively stable over time. Empirical evidence on the relationship between personality and implementation success is once again mixed, with some studies finding a positive relationship and others finding no relationship or a negative relationship (Rho, Park, & Yu, 2001).

Generally, the evidence from individual-level studies of strategy implementation is also inconclusive. This may be because most of these studies have been conducted in developed countries, and the relationships between individual factors and implementation success may differ in developing countries. Alternatively, it may be the case that the relationships between individual factors and implementation success are context-specific and depend on the specific industry or organizational context in which they are studied.

Multilevel studies of strategy implementation have typically examined the effect of both organizational and individual factors on implementation success. Case in point, one line of research has focused on the role of organizational readiness in implementation. Organizational readiness is usually operationalized as the extent to which an organization has the resources and capabilities necessary to successfully carry out the implementation process. Empirical evidence on the relationship between organizational readiness and implementation success is mixed, with some studies finding a positive relationship and others finding no relationship or a negative relationship (Rho, Park, & Yu, 2001).

Another line of research has focused on the role of leadership in strategy implementation. Leadership is often operationalized as the extent to which the leader of the team responsible for carrying out the implementation process is supportive of and involved in the process. Empirical evidence on the relationship between leadership and implementation success is once again mixed, with some studies finding a positive relationship and others finding no relationship or a negative relationship.

Largely, the evidence from multilevel studies of strategy implementation is also inconclusive. This may be because most of these studies have been conducted in developed countries, and the relationships between organizational and individual factors and implementation success may differ in developing countries. Alternatively, it may be the case that the relationships between organizational and individual factors and implementation success are context-specific and depend on the specific industry or organizational context in which they are studied. (Rho, Park, & Yu, 2001)

The evidence from the existing literature on strategy implementation is inconclusive. There are several possible explanations for this. Foremost, most of the studies reviewed have been conducted in developed countries, and the relationships between organizational and individual factors and implementation success may differ in developing countries. Secondly, the relationships between organizational and individual factors and implementation success are context-specific and depend on the specific industry or organizational context in which they are studied. Lastly, the existing literature suffers from several methodological problems, such as a lack of longitudinal data, a lack of data on multiple levels of analysis, and a reliance on self-reported measures of implementation success. To address the highlighted limitations, future research on strategy implementation should: Be conducted in a variety of countries, including both developed and developing countries; be conducted in a variety of industries and organizational contexts; use longitudinal data; data collection data on multiple levels of analysis; and use objective measures of implementation success. (Rho, Park, & Yu, 2001).

In their illuminating case study, Kim and Lee (2019) delved into the dynamic interplay between organizational culture and strategy implementation within Hyundai

Corporation. Their findings revealed that a culture that is congruent with strategic objectives can serve as a potent enabler, while a flimsy or inharmonious culture can impede progress (Kim & Lee, 2019). Through meticulous analysis, four cultural dimensions emerged as crucial influences on strategy implementation: (1) cohesive teamwork and collaboration, (2) bold innovation and risk-taking, (3) unwavering customer orientation, and (4) relentless performance orientation. Considering these crucial insights, Kim and Lee made a resounding recommendation that organizations must align their culture with their strategy to achieve optimal outcomes and ensure triumphant execution.

Hill and Jones (2012) provided a comprehensive overview of strategic management, including strategy implementation. They highlighted the importance of aligning the organization's structure, systems, and culture with its strategy to ensure successful implementation. They also discussed the role of leadership in strategy implementation, emphasizing the need for leaders to communicate the strategy clearly, build commitment and support, and monitor progress. Hill and Jones provided several frameworks and tools for managing strategy implementation, including the balanced scorecard and the strategy map. They concluded that strategy implementation is a complex and challenging process that requires careful planning, effective leadership, and ongoing monitoring and adaptation. (Hill & Jones, 2012).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Introduction

This chapter outlines the procedures, techniques, and methods used to collect, analyze, and present data about the research problem.

3.2. Research Design

This study utilized a case study research design. It involved an in-depth investigation of the phenomenon of strategy implementation, challenges of strategy implementation and how to deal with strategy implementation challenges at Kenyatta National Hospital. This research design has been successfully utilized by similar studies (Machuki,2005, Kweri,2011, Kamwere,2013).

Kenyatta National Hospital is one of East Africa's major public hospitals. It's at the apex of the National Referral Systems (NRS) in Kenya. It boasts of a diverse specialized healthcare service portfolio that is nested in her expanded mandate. The scope of this study was confined to the implementation of the Hospitals strategies since inception and institutionalization of the practice.

3.3. Data Collection

The study used both primary and secondary data. Primary data was gathered through in-depth interviews with the respondents using a structured interview guide consisting of open-ended questions. The guide was developed in line with the study objectives. The data was recorded using scripted notes of the responses from the interviewees and observation as was consented to by the interviewees.

Secondary data was collected from KNH reports and records, broadcasts, publications, the official Hospital website, KNH strategic plans, human resource manuals, news bulletins, and other written data in hard and electronic form. The data was recorded using scripted notes for thematic analysis. This secondary data was used to supplement primary data collected from the interviews, providing compressive information on the hospital's strategy implementation.

The respondents of the study were six (6) senior management staff who are directly involved in strategy formulation and implementation at KNH. They included directors, who are divisional heads and management staff from select functions in the Hospital. All the contacted respondents were available for the study guided interviews.

3.4. Data Analysis

To gain meaningful insight from the collected data, content analysis methods was used to analyze the data. The analysis entailed comparing the collected data to the documented empirical studies and theoretical frameworks in the literature review. This approach played a key role in coding the qualitative and primary data collected from the secondary sources and interviews respectively and aligning the data to the research objectives for synthesis and generating insights through the patterns emanating from the data.

The analyzed data was presented in prose form in line with the three core themes of the study representing the study's objectives: establishing how strategy is implemented at KNH, determining the challenges of strategy implementation at KNH, and determining how challenges of strategy implementation are addressed at KNH.

CHAPTER FOUR: DATA ANALYSIS FINDINGS AND DISCUSSIONS

4.1. Introduction

This data analysis findings and discussion chapter presents a content analysis of the data collected from research. It entails an in-depth analysis of the research findings derived from the primary data from the interview guide and secondary data from various secondary sources regarding the hospital. The guide was designed as per the study's objectives. The interviews and secondary sources elicited qualitative data, which were categorically analyzed to generate clear and vivid results and findings of the study.

4.2. Demographic Data of Respondents

The research, especially data collection, mainly targeted KNH's top leadership. The interviews focused on divisional directors and two functional managers of the hospital. The researcher based this selection of participants on their sufficient and extensive experience of the hospital's strategy implementation. Notably, all these participants had over 5 years' experience in hospital's strategy implementation and management.

4.3. Strategy Implementation at Kenyatta National Hospital

This study's main objective is to establish how strategy is implemented at KNH. To meet this objective, the research factored in different factors known to affect and influence the implementation of various strategies at the hospital. The guided interviews, the hospital strategic plan reviews, and other publications about the hospital were used to research and establish the factors. The interviews, reviews and publications revealed that indeed KNH has established different measures to guide

strategic implementation of various processes within the organization. These include reward systems, organizational culture, leadership, structure, human resource management, communication strategies, organizational goals and visions, stakeholder involvement, and monitoring and evaluation process.

The study established that the Hospital involved its internal and external stakeholders in the planning, development as well as implementation of its strategy. The variation in involvement in strategy formulation found from the responses of two senior management staff pointed to the diverse roles and responsibilities in the strategic management process. The difference in participation could be attributed to their respective roles and expertise. One of the respondents, drawn from the clinical function, primarily contributed to strategy formulation within the medical domain, whereas another member, drawn from a corporate services function, was involved in the strategy financial planning. By analyzing and incorporating responses from the two functional managers, the study explored the level of employee engagement across different organizational levels in strategy implementation. Investigating the factors that drive or hinder employee engagement, the hospital embraces various strategies to inculcate a culture of ownership and involvement in executing organizational goals through setting of annual objectives.

There was unanimous agreement among all respondents on the importance of a clear long-term vision. They agreed that a long-term vision provided a sense of purpose and clarity to employees, guiding their decisions and actions towards common goals. The respondents demonstrated a shared understanding of the significance of strategy being in alignment with vision to foster a unified organizational culture that prioritizes strategic objectives.

Most of the respondents were somewhat positive about the adequacy of strategic communication. They intimated that communication channels were relatively open, and employees in their respective positions were adequately informed about the Hospitals strategy as well as implementation progress of the strategic initiatives. Two of the respondents reflected on the efforts made by the hospital leadership to ensure periodical dissemination and communication on the strategy but again felt that much more could be done to make it effective. One of the respondents suggested improvement in strategy communication at the staff level highlights the importance of inclusive communication. Ensuring that all staff members receive relevant updates and understand how their roles contribute to the overall strategy can enhance their engagement and commitment to strategy implementation. Another respondent emphasized sharing research findings, aligning with the idea of evidence-based decision-making. By effectively communicating research outcomes to relevant stakeholders, the organization can make informed strategic choices and improve the overall quality of strategy implementation.

The study established that KNH adequately prepares its staff for strategy implementation. The respondents reported that Hospital invests in employee skill development and training programs right from those coordinating the strategy implementation to those involved in strategy execution. The respondents felt that this commitment to employee development can enhance their competency and confidence in implementing strategies effectively. Meanwhile, two respondents' suggestion for additional training opportunities indicates a proactive approach to continuously improving employee capabilities.

All the respondents pointed out that that resource allocation was the greatest challenge in the strategic plan implementation. Most of the directors felt that resources were

inadequate. They intimated that adequate resource allocation is essential for enabling the implementation of strategic initiatives and flagship projects without major hindrances. Another respondent mentioned the occasional challenges in resource allocation pointed to the dynamic nature of resource availability and demands in a healthcare setting as well as the KNH's pivotal role it plays in the Kenya's National Referral System.

Throughout the study, it was vividly clear that KNH strategic direction is shaped by its directors. The interviewees reported that different types of leadership styles existed in the hospital and their actions impacted strategy implementation in many ways. They felt that there were varied levels of engagement and motivation inspired by the senior leadership during implementation of Hospital strategies. According to the managers, consensus building, and democracy are the most effective leadership style for hospital-like organizations. However, the interviewed directors reported that transformational leadership was a predominant enabler for strategy implementation in the hospital given the success stories exhibited in the Hospitals recent past. Detailed examination of responses from interviewees also revealed insights into the extent of cross-functional collaboration in strategy implementation optimize on realization of strategy.

The study established that there were no adequate rewards assigned to strategy implementation at the Hospital. The Respondents reported that in as much as there are cascaded targets from the hospital strategies to individual appraisal targets, the execution of these targets and eventual implementation of the strategy does not merit a reward for exemplary execution. The respondents felt that the existing rewards schemes are conventional for normal staff progression thus leaving out selective promotion as the only reward element. They intimated that integrating rewards with strategy

implementation could foster a culture of accountability and performance-driven excellence, reinforcing the organization's strategic focus and encouraging a results-oriented approach.

The recognition of the organizational structure's role in facilitating collaboration and alignment with strategies by three respondents signifies the importance of a well-designed organizational setup. The respondents reported the existing structure was aligned to the Hospital's corporate strategy which promoted information flow, coordination, and decision-making across different departments, ensuring that efforts are harmonized towards strategic objectives. They felt that the Hospital should leverage its organizational structure to strengthen integration of strategies in the Hospital and promote a shared sense of purpose and collective ownership of strategic goals. The study established that there was some level of clarity and alignment between individual employees' goals and the overall organizational strategy.

The finding on strategy control practices at KNH indicated that periodical output and milestones reporting on strategy is continuous. The respondents reported that the Hospital has elaborate mechanisms and timelines to monitor, evaluate and report on the implementation challenges and successes that merit effectiveness of strategies and measures performance against strategic goals. The interviewees reported on the existence of a risk management framework that manages the identified risks during strategy development phase. In addition, the study established that revision of hospital strategies is done periodically after three years to enrich and align the strategy to the existing environmental pressures and emerging opportunities. One respondent's emphasis on the need for continuous control and improvement of strategies highlights the dynamic nature of the strategic management process.

4.4. Strategy Implementation Challenges at KNH.

The study's second objective was to establish the challenges faced by KNH in implementing strategies. After a detailed analysis of the responses by the interviewees, the findings established that KNH experiences some challenges in strategy implementation which include corporate strategy complexity, inadequate financial resources, change resistance, communication breakdown, staffing requirements and changes in government policies as discussed herein.

The study established that the Hospitals corporate strategy was a challenge in the clinical functions. They felt that strategy was complex and difficult to operationalize in specific units. They reported that some of the initiatives were not well understood and took a lot of time to get about them. They noted that some strategic interventions like doctor's residency model went beyond the scope of the institution especially those touching two tier system of governance that needed sector wide policy direction. While respondents expressed the importance of a clearly defined long-term vision, exploring individual perceptions about short-term priorities and long-term strategic goals might reveal potential conflicts in prioritization. Balancing short-term demands with long-term strategic objectives is essential for maintaining strategic focus and sustainability.

The findings indicated that indeed resources allocation is the greatest challenge in the implementation of strategic plan at KNH. The resource requirements ranged from human resources for health, healthcare technologies as well financial resources to run operations. Most of the directors felt that resources were inadequate. They intimated that adequate resource allocation is essential for enabling the implementation of strategic initiatives and flagship projects without major hindrances. Another respondent

mentioned the occasional challenges in resource allocation pointed to the dynamic nature of resource availability and demands in a healthcare setting as well as the KNH's pivotal role it plays in the Kenya's National Referral System.

The study established that institutional inertia was an impediment to strategy implementation. The respondents reported that existing manual practices and mindsets hindered the seamless adoption of new strategies and respective interventions. The respondents reported that it could be attributed, in part, to a lack of clarity in roles and responsibilities regarding strategy execution. The interviewee experiences of facing some lack of support or resistance from management, staff, and patients during strategy implementation underscore the importance of effective change management practices. They espoused that given that a strategy is a change management framework, that resistance to change, led to lack of innovativeness, adaptability, and institution learning.

The study established that communication on the Hospital strategy was a challenge that needed urgent redress. The reported that in as much as strategy is communicated through workshops, seminars and webinars, the hospital need to repackage strategy and work on the strategy messaging to resonate with the lower cadre staff for improved understanding and awareness of programs therein. Sustained communication breakdown creates confusion and indifference of staff to the strategy right from the development phase to implementation. They felt that the hospital needs to explore more creative and involving channels of communication to enhance internal communication.

From the interviewee's responses, two members highlighted the role of the organizational structure in facilitating collaboration and alignment with strategies. However, interdepartmental coordination presented challenges in the context of

strategy execution. They intimated that some functional establishments could only process instructions through their respective leads and thus a breach in that protocol brought about protracted impasse internally that led to loss of implementation time due to ownership issues. In addition, the respondents reported that recent changes in the hospital structure was perceived to award specific functions unlike others thus creating an impression of superiority quandary in functions thus affecting strategy timelines and communication all together.

The study equally established that KNH Strategy implementation was hampered by the presence of uncontrollable external factors. The respondents spoke to the national referral policy, the novel Corona Virus infectious Disease (COVID-19) Pandemic, global recession and economic down time, Changes in government policy and general legislations and guidelines. They felt these among other challenges compounded the resource gap issues leading to delays in implementation of strategies if not change in short term objectives due to the pressing environmental influences.

4.5. Measures to Strategy Implementation Challenges at KNH.

The study's third objective was to establish the measure taken by KNH to alleviate the challenges faced while implementing strategies. After a detailed analysis of the responses by the interviewees, the findings established that KNH embraced a dynamic approach resolving strategy implementation challenges. Some of the measures included Strategy advocacy programs, strategy performance management programs, culture change and management programs as discussed herein.

The study established that KNH considerably embraced strategy advocacy programs along the whole chain of strategic management. The respondents cited the involvement

of lower cadre staff in strategy formulation surveys during environmental scanning, selection of respective monitoring and evaluation champions across the functional areas to periodically coordinate the collection and disseminate program & initiatives data. This reportedly aimed at creating ownership and buy-in to the strategy.

The findings on strategy performance management established that KNH cascades its strategy through a three-tier model that sets targets for both the functions and individuals whose performance plug in to the main Hospital strategy performance. This reportedly aligned the organizational goals to individual goal thus collective contribution in the realization of the strategy. The interviewees reported that the Hospital conducts periodic strategy reviews to align and tap into the emerging risks and opportunities in the environment.

The study established that in the most recent past, the hospital decided to implement a culture change and management program that was expected to shape its organization culture. The interviewees observed that this program architecture was meant to equip staff with requisite soft skills for effective communication, emotional intelligence, and innovative mindset. The respondents expressed optimism that the programs results would be the game changer to strategy implementation in the Hospital.

4.6. Discussion of Findings

This segment involves an in-depth discussion of the study's findings amidst linking these findings to the research objectives and the reviewed literature. Most of the respondents agreed that even though strategy implementation is challenging, KNH must strive to ensure their strategic plan is successfully implemented for it to survive the dynamic and stiff competition in the contemporary medical environment. A

strategy's work is clearly cut out in the implementation phase unlike the strategy formulation which is interestingly perceived to be easy. According to Brenes et al. (2007), there are five key success factors in strategy implementation: strategy formulation process, systematic execution, strategy control and follow-up, right and motivated CEO, management and staff leadership, and corporate governance leading the change. The Hospital management is expected to demonstrate results for that which they have put on paper.

Communication was unanimously identified by the respondents as a key factor to the success of the strategic implementation; hence, the need to establish appropriate communication strategies. Most of the respondents consented that the hospital's communication strategies were insufficient, making them inadequate to most patients. They reiterated numerous benefits and significance of the hospital establishing a good communication strategy for the strategic implementations, noting that most of the hospital's services will reach many people. These findings conformed with those of Okumu (2003) who proposed the use of multi modes communication channels to ensure that both informal and formal information are covered during implantation of strategies.

The Hospital management must realize that inadequate stakeholder involvement and the timing of the engagement can adversely affect the resonance of institutional plans with the implementers. Most of the respondents intimated that non-involvement on the corporate strategy development creates confusion and indifference to the strategy amongst some staff cadres. Strategy implementation and execution are generally operations-driven activities centered on the management of people and business processes (Thompson, Stickland, & Gamble, 2007). Concerted efforts towards harmonized understanding are key in creating buy in to the strategy. Successful strategy

implementation initiatives depend on the content, strategy process, internal and external contexts (Okumus, 2001). These results were also consistent with previously reviewed literature. They revealed that indeed individuals with similar features are often regarded as isolated and resisters to strategic or initiative change.

The positive perception of resource allocation by most respondents indicates that KNH must be aligning its resource allocation practices with institutional norms as well as its strategic priorities. However, resources remained a limiting factor to the scale of strategy implementation and realization as per plan. Allocating resources adequately to its programs could enhance the hospital's legitimacy in the eyes of stakeholders, including government bodies, donors, and patients. Most studies agree that organizations should first institutionalize the new strategy for effective implementation. Institutionalization ensures that the strategy aligns to an organization's cultures, leadership, structure, support system, and resources; thus, permeating the entire organization. On the other hand, strategy operationalization entail setting short-term and long-term goals and vision, empowering human resources, provision of required resources, providing functional tactics, and developing plans and short-term objectives to put the plan into action. Several empirical studies have noted that inappropriate institutionalization and operational can lead to the failure in implementation of a good strategy.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter highlights and summarizes the study's main findings as presented in the previous chapter, draws the conclusions of the research, and then presents various recommendations for future research and policy development. It also showcases the methodological, contextual, and conceptual limitations of the study.

5.2. Summary of Findings

Strategy is critical for the success and sustainability of any organization. Realization of strategy though, through targeted implementation by various players is not an obvious endeavor. In Essence, a good strategy is key in guiding its execution efforts. It anticipates the varied eminent risks to the implementation of initiatives and steers an organization towards registering strategic milestones. Several factors have been studied with regards to strategy implementation without an agreement on a specific aspect or a set of factors affecting the implementation process. Implementation studies highlight the importance of individual factors in strategy implementation as well as how such factors interrelate within the strategy implementation environment.

Kenyatta national Hospital operates in a dynamic industrial space encapsulating a demanding, competitive as well as highly regulated operating environment as it strives to deliver on its mandate. Given the critical nature of health care services, the Hospital is expected to be always a step ahead in the provision of specialized healthcare services thus strategically positioning itself at the apex of healthcare service provision and management.

5.2.1. Strategy Implementation at Kenyatta National Hospital

From the findings, it was clear that Kenyatta National Hospital strategy implementation was influenced by the Hospital long-term vision, resource allocation, stakeholder involvement, staff training and development, strategic leadership, strategy communication, organizational structure alignment and monitoring and control strategies. Further, target setting, risk management, resource mobilization and periodical budgetary prioritization practices are embedded in the strategy implementation practices of KNH.

The above aspects define that KNH strategy implementation dipoles that plays a major role in defining the breath of strategy realization in the Hospital. Their progressive interplay enriches the ability of successful implementation of Hospital strategies. Their correlations fortify the Hospital strategy agenda thus influencing the accomplishment of Hospitals vision.

5.2.2. Strategy Implementation Challenges at KNH

The study's findings vividly elaborate that KNH strategy implementation challenges oscillate around; strategy complexity, inadequate financial resources, Inadequate human resources for health, Institutional inertia or change resistance, communication breakdown, changes in government policies, legislations and guidelines and Presence of uncontrollable external factors. In addition, inadequate rewards systems, Inadequate technologies for health and ineffective national referral policy hinder the actualization KNH Strategy as well as the dream to be a world-class specialized patient centered Hospital.

5.2.3. Measures to Strategy Implementation Challenges at KNH

From the findings, it was established that KNH embraced several measures to address strategy implementation challenges. These include strategy advocacy programs, cascading of its strategic plan, target setting through its strategic objectives, resource mobilization, culture change and management programs, continuous monitoring, evaluation, reporting learning and adapting. These measures were reportedly expected to alleviate the strategy implementation challenges for the Hospital.

5.3. Conclusion

The research has shed light on various aspects of the hospital's strategy execution process, challenges faced, and implementation practices. Through the analysis of responses from employees across different departments, several key findings emerged. The findings highlighted the significance of having a clear and well-communicated long-term vision in guiding the strategy implementation process. A shared vision can align employees' efforts and create a sense of purpose, fostering commitment to achieving strategic objectives.

Despite the positive perception of employee preparedness and training, challenges were identified in the form of communication breakdowns and potential resistance to change. These challenges can impede the smooth execution of strategic initiatives and require focused attention from management to overcome. The alignment of reward systems with strategy implementation success was noted as a positive practice, encouraging employees to actively contribute to strategy execution. However, the complexity of the corporate strategy and the influence of the hospital's organizational culture on implementation emerged as areas that require careful consideration. The research also revealed that KNH has shown organizational readiness and commitment to promoting

inclusivity and common purpose through leadership support. Such readiness and commitment can significantly contribute to successful strategy implementation.

In conclusion, the findings indicate that effective strategy implementation at Kenyatta National Hospital is contingent to addressing challenges relating to strategic communication, change management, organizational culture, and resource allocation. By embracing a shared vision, providing adequate training and resources, and fostering a culture aligned with strategic objectives, the hospital can enhance its ability to implement strategies efficiently and effectively. The McKinsey 7S Framework offers a valuable lens through which KNH can analyze the interconnected elements of strategy implementation and strive for alignment among staff members, leadership styles, skill set shared values, internal systems, organizational structures, and strategy. Additionally, drawing insights from empirical studies and management theories, such as the Institutional Theory of Management, can provide further guidance on navigating the complexities of strategy execution.

To ensure long-term success, the hospital should continuously monitor and evaluate strategy implementation progress, make necessary adjustments when needed, and foster a learning culture that embraces adaptation and improvement. By doing so, Kenyatta National Hospital can position itself as a leading healthcare institution in Nairobi, Kenya, and contribute significantly to the health and well-being of the community it serves.

The project has provided valuable insights into the challenges and opportunities faced by KNH in its strategy implementation journey (KNH, 2022). However, it is essential to recognize that strategy implementation is an ongoing and dynamic process, requiring

continuous effort and commitment from all stakeholders. The recommendations provided serve as a roadmap for KNH's leadership to address challenges proactively and align its resources and strategies for sustainable success in the ever-evolving healthcare landscape.

5.4. Implications of the Study

The study carries significant implications for both the hospital and the broader healthcare sector. The findings underscore the critical importance of aligning the hospital's strategy with its organizational structure, culture, systems, resources, and employee skills. A cohesive approach to strategy implementation, where all elements are in harmony, emerges as a key determinant of successful outcomes. The study highlights the need to address communication gaps to facilitate understanding and minimize resistance during the implementation process. Effective change management strategies and employee engagement initiatives are vital in fostering commitment and ownership of strategic initiatives (Bryson, 2018). Moreover, the study emphasizes the influence of organizational culture on strategy implementation success, calling for efforts to cultivate a culture that aligns with strategic goals and values.

Resource optimization and continuous monitoring are critical implications to ensure efficient implementation. The study underscores the significance of strong leadership in guiding the hospital through the implementation journey. Leadership commitment, support, and visionary guidance are essential in inspiring employees and fostering a positive implementation environment. The study also stresses the importance of fostering a learning culture within the hospital, encouraging experimentation, learning from failures, and sharing best practices to drive continuous improvement and innovation.

Lastly, the study highlights the importance of strategic agility, with regular reviews and revisions of the strategy to adapt to the dynamic healthcare landscape. By considering these implications, Kenyatta National Hospital can develop a comprehensive and proactive approach to strategy implementation, maximizing its potential for growth and improvement. The study's insights can also contribute to advancing strategy implementation practices in the broader healthcare sector, benefiting other organizations facing similar challenges.

5.5. Limitations of the Study

The study's first limitation is its limited focus on strategy implementation only yet there are other aspects of strategy, including strategy effectiveness and implementation that could also have been explored in the research. As a result, the study is incomprehensive and vulnerable to criticism, and bias.

Secondly, the study's target population or participants was limited to the hospital's top management. This prevented other individuals who are essential to strategy implementation such as clerical and other support staff from sharing their views and opinions on the research questions, which leads to contextual limitation. The findings are likely to lack some essential contexts and insights regarding strategy implementation at the hospital.

Thirdly the choice of a case study design creates a methodical limitation. The hospital's unique characteristics, organizational culture, and strategic objectives might not fully represent the challenges faced by other hospitals. Moreover, the research might face response bias, as participants could provide socially desirable answers or responses that

align with the hospital's official stance. Honest opinions or negative feedback might be underrepresented, affecting the accuracy of the study's findings. Hence, this study's findings are holistically applicable to KNH in Nairobi only even though they would serve as a point of information to KNH Annexes and other healthcare management institutions across the country.

5.6. Suggestions for Further Research

To address the study's first limitation, another study should be undertaken, focusing on the effectiveness and efficiency of strategy implementation and formulation at KNH and various healthcare institutions in Kenya. This study will offer wider perspectives and insights on strategic implementation, formulation, and management among hospitals in Kenya.

To address the second limitation, the new study must solicit the opinions and views of other employees working in the hospitals, including physicians, clerics, and other support staff to ensure the collected data is comprehensive and diverse. This will broaden and diversify the collected data, introducing new and essential perspectives into the research and offering better responses to the research questions.

Addressing the third limitation will entail involving other research methods, including surveys and questionnaires into the study to collect more reliable data. Surveys can be conducted on specialized healthcare facilities in Kenya to provide an industrial perspective on how strategy is implemented at Hospitals, the challenges the specialized healthcare facilities encounter while implementing strategies and how the specialized healthcare facilities address Strategy implementation challenges. By comparing multiple healthcare settings, researchers can identify common patterns and

unique factors influencing strategy implementation success. This research would offer valuable insights into the contextual nuances of strategy execution and support the development of tailored strategies that fit specific organizational and environmental conditions (Ochieng & Mwangi, 2023).

By pursuing these suggestions for further research, the knowledge base on strategy implementation in healthcare organizations can be enriched, providing a more nuanced understanding of challenges, practices, and outcomes. Such research will aid healthcare leaders and policymakers in making informed decisions and developing effective strategies to address the complex and dynamic landscape of healthcare delivery in Kenya.

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APPENDICES

Appendix I: Research Key Informant Guide

I'm a student at the School of Business, University of Nairobi. I'm conducting a study on strategy implementation at KNH. This academic questionnaire is prepared purposely to assist in data collection at KNH for academic purpose only. As one of the Key identified respondents / Informants you are hereby kindly requested to complete it. Any information given with respect to this request shall be treated with strict confidentiality.

SECTION I: Demographic Information

1. Gender: Male _____ Female _____
2. Age _____(Years)
3. What is your level of Education _____
4. Position Held _____
5. No of years worked at in the organization _____

SECTION II: Strategy Implementation at Kenyatta National Hospital

6. To what extent are you involved in the strategy formulation process?
7. How important do you think it is to have a clearly defined long-term vision when implementing strategy at KNH? Why or why not?
8. How is implementation of strategy carried out in Kenyatta National Hospital?
9. In your opinion is strategy communicated effectively to all parties involved in implementation?
10. Are the employees involved in strategy implementation prepared adequately in terms of training and guidance to enable the implement strategy efficiently and effectively?
11. Are your reward systems in any way tied to ability to implement strategies? What measures have you taken to ensure that rewards are tied to ability to implement strategies in the Hospital?

12. Are resources allocated adequately to ensure effective implementation of strategies?
13. In your Opinion, what is the role of organizational structure in strategy implementation process? Was it aligned with strategies being implemented?

SECTION III: Challenges faced by KNH in Implementing Strategy.

14. Do you consider the corporate strategy a challenge in implementation?
15. What challenges do you face while implementing strategies at the Hospital?
16. In your Opinion, does the KNH Culture act as an inhibitor or enabler in the strategy implementation process?
17. How do you measure the effectiveness of your organizations culture in supporting or hindering strategy implementation?
18. Did you experience any lack of support or resistance from management, staff and patients while implementing this strategy. What in your opinion causes its absence or presence?
19. In your opinion, is the leadership committed in promoting inclusivity and common purpose in leading the Hospital towards achieving its goals?
20. What kind of leadership trait is predominant in at the Hospital and what is its effect in the successful strategy implementation?

SECTION IV : Measures to Strategy Implementation Challenges at KNH.

21. Did you experience any uncontroimplementation.in the external environment that adversely impacted on strategy implementation? What measures have you taken to minimize their adverse effects?
22. How is the strategy controlled to be in tandem with the corporate plan? What measures have you taken to ensure continuous control?
23. What measures were taken to revise and improve the strategy.
24. Recommend the various ways to strengthen the relationship between strategy implementation and performance in Kenyatta National Hospital

~Thanks for your time and valuable responses~

Appendix II: Letter For Data Collection



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Our Ref: **D61/38253/2020**

June 23, 2023

National Commission for Science, Technology and Innovation
NACOSTI Headquarters
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NAIROBI

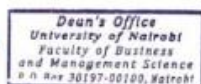
RE: INTRODUCTION LETTER: JOHNHUSS VICTOR ANDOYI

The above named is a registered Masters of Business Administration candidate at the University of Nairobi, Faculty of Business and Management Sciences. He is conducting research on "**Strategy Implementation at Kenyatta National Hospital Nairobi, Kenya.**"

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the Project.

The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.



PROF. JAMES NJIHIA
DEAN, FACULTY OF BUSINESS AND MANAGEMENT SCIENCES

JN/jkm