CHALLENGES OF STRATEGY IMPLEMENTATION AT JARAMOGI OGINGA ODINGA TEACHING AND REFERRAL HOSPITAL

BY

CATHERINE KIDIGA ADHU

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DECLARATION

This project is my original work and has not been presented for any degree in any other university.

Signature…………………………………………………Date……………………

Catherine Kidiga Adhu.

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This project has been submitted for examination with my approval as the university supervisor.

Signature……………………………………………………Date…………………

Alex Jaleha

Lecturer

Department Of Business Administration

School Of Business, University Of Nairobi.

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DEDICATION

This project is dedicated to my parents and my son Kwame for supporting me throughout the MBA course. My siblings and friends for their prayers, inspiration encouragement and support. God bless you always.

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ACRONYMNS &ABBREVIATIONS

HIV   Human Immunodeficiency Virus

ICU   Intensive care unit

JOORTH   Jaramogi Odinga Oginga Referal and Teaching Hospital.

KMTC   Kenya Medical and Teaching College

WHO   World Health Organisation

ABSTRACT

Strategy implementation is often called the action phase of the strategic management process which is the most challenging. Executing the strategy is a difficult and more consuming management challenge than crafting the strategy because of the wide array of managerial activities that have to be attended to. The demanding people-management skills required, initiatives that need to be launched and moving, the bedevilling issues that need to be worked out, the resistance to change and the difficulties of integrating the efforts of work groups into functioning whole. For effective implementation of strategy an organization must achieve congruency between structure, leadership, culture and the capability of the organization.

This study focused on strategy implementation challenges and measures used to address the challenges at Jaramogi Oginga Odinga Teaching and Referral Hospital. To achieve these objectives a case study was carried out to gain an in-depth understanding of the challenges. Both primary and secondary data were used. Primary data was collected using a self-administered interview guide while the secondary data was collected from organizations documents such as annual reports, website and the strategic plan document. A Total of eight respondents were interviewed by use of an interview guide. The respondents included the senior, middle and lower level managers. Content analysis was used to analyse the data after it was checked for consistency and then coded. There was an alignment between the research findings and the literature review carried out. The major challenges as revealed in the study highlighted inadequate resources which made it difficult for the organization to execute the strategies, employee commitment to strategy that was limited to implementation of specific activities in the operational plan, the policies and procedures practiced and resistance from the staff. The researcher recommends that a similar study be carried out on organizations that are of the same size and operate in areas of intervention that are close to JOOTRH so as to establish if the challenges of strategy implementation encountered are similar to those of JOOTRH or unique. There is need to examine how the process can impact on institutional commitment, narrow organizational vision, discourage change, and breed an atmosphere of politics. Also the ever increasing importance of knowledge and the general recognition of knowledge as the strategic asset in most organizations .Most institutional strategies are time bound thus organizational discontinuity and easily are predicted and these strategies are developed by external strategist who is most at times detached from the operations of the organization. These two strategic planning practices may result to effective strategy implementations.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The economic landscape is changing as new players with new business concepts and organizational designs are gaining ground and creating competitive environment for companies. Today's environment is not only becoming increasingly competitive but also uncertain, complex and fast changing Abuya (2011). Modern companies must respond to the challenges posed by the firm's immediate and remote environment. The remote external environment comprises economic, social, political and technological developments, all of which must be anticipated, monitored, assessed and incorporated into the executive's decision making. This has led to modern organizations whether public or private, profit or non-profit- driven to engage in strategic management.

For a firm to survive and prosper a strategy is important. Strategy helps a firm create a fit between the organization and its environment in an effort to enable the organization adapt to its turbulent environment. How the strategy is formulated and implemented is therefore important. Since the organization is environment dependant, an organization needs not only to formulate strategies but also to ensure implementation of the strategies. To ensure success the strategy must be translated into guidelines Chepkwony (2008). Indeed strategies cannot take effect until they take shape in action. Such actions take form in the day to day processes and relationships that exist in organizations and these need to be managed. Strategy implementation is the process of which the strategy is realized by applying what was formulated. (Ansoff 1965).

Organizations seem to have difficulties in implementing their strategies. Harvey (1998) states that organizations today face major unpredictable changes that make strategy implementation more difficult and complex than in the past. Wangari (2010) states that good strategies are good if they are successfully implemented.

Theories in support of this study include the contingency theory which highlights that there is either an internal or external contingency measures.. Internal contingencies being ,.the rank of a firm's CEO in the board , composition of the board, .size of the board. As for external contingencies suggest that crises and a highly challenging business environment may place greater demands on an informal hierarchy. (Boyd, 1995

Jaramogi Oginga Odinga teaching and referral hospital (JOOTRH) is a provincial public hospital in Nyanza, which has been in existence for several years. With the environment being very uncertain, and fast changing, several external contigency measures including economic, social, political and technological developments, must be anticipated, monitored, assessed. This has lead to JOORTH engaging in strategic management.

1.1.1 Concept of Strategy

Strategy means different things to different people. Strategy like any other concepts in the field of management does not have an all-embracing definition, it is elusive and somewhat abstract concept Ansoff (1990).This must be expected when dealing with an area that is relatively new and constantly developing. Quinn (1980) identifies strategy as a plan, which puts together organizations major goals, policies and action sequences. A well formulated strategy enables an organization allocate resources in a

unique way on the basis of its relative internal competences and limitations. A company strategy is the management's action plan for running the business and conducting operation.

According to Donald (1980) Strategy is generally viewed as a pattern of important decisions that guides the organization in its relationships within the environment which affects the internal structure and processes of the organization and centrally affects the organizations performance. The concept of strategy embraces the overall purpose of an organization. It is the determination of the basic long term goals and objectives of an enterprise, adoption of courses of action and allocation of resources necessary for carrying out those goals. Strategic management is described as a set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company objectives. Hofstrand (2007) states that strategic management answers the questions of "where do you want your business to go" (goals),'how is your business going to get there (strategy) and how will you know when you get there (evaluation).

Strategy is very important; it determines whether an organization excels, survives or dies, it provides the guide to where the organization is going. It is generally believed that businesses which develop and formulate strategic management systems have a higher probability of success than those which do not Jaunch (1989).Strategies are patterns of decision that orchestrate an organizations activities and investments targeted at specific outcomes. A firm can have multiple strategies e.g. one for customer retention, operational improvement, development of human resources. Nduva (2011) notes that Strategic management process commences when an organization develops its strategies this begins with mission and visions made tangible as firm-wide goals and objectives. After the firm's direction is set, strategic

management proceeds through analysis, planning, followed by implementation of the plans and concluding with the evaluation of past results.

1.1.2 Concept of Strategy Implementation

Strategy implementation process includes many components of management and have to be successfully acted upon to achieve the desired results notes Wangari (2011).It involves organisations of the firms resources and motivation of the staff to achieve objectives. Increasing number of senior staff are recognising that one of the key routes to improved business performance is better implementation Thompson and Strickland (2002).Implementing strategies successfully is about matching the planned and then realising strategies which together aim at reaching the organisations visions. The components of strategy implementation such as communication, interpretation, adoption and actions are not necessarily successive and they can't detach form one another.

Strategy implementation involves the allocation of sufficient resources-financial, personnel, time and establishing a chain of command or organizational structure Chepkowony (2011).It involves assigning responsibility of specific tasks or processes to specific individuals or groups. This includes monitoring result and, comparing to the benchmarks and best practises, evaluating the efficacy and efficiency of the process, controlling for variances and making adjustments to the process as necessary, strategy formulating and implementation is an on-going, never-ending, integrated process requiring continuous reassessment and reformation. Strategic management is dynamic, it involves a complex pattern of actions and re-actions, and it's partially planned and partially unplanned. Strategic management operates on several time

scales. Short term strategies involve planning and managing for the present. Long term strategies involve preparing for and pre-empting the future Tai (2007).

Strategy implementation normally faces numerous challenges especially in the turbulent environment, which need to be addressed on a continuous basis in order to attain the long term objective of the organization. Thus execution must be controlled and evaluated if the strategy is to be successfully implemented and adjusted to changing conditions .However during implementation various challenges are encountered and need to be addressed if the strategy is to be realized. Implementation can be defeated if the attitudes and habits of the managers and employees are hostile or are at crossroads with the needs of the strategy and if their customary ways of doing business block the implementation. Stefan and Laura (2009) notes that putting the strategy into place and getting individuals and organizational subunits to go all out in executing their part of the strategic plan successfully is essentially an administrative task.

1.1.3 Challenges of Strategy Implementation

Today's businesses have become sophisticated Nduva (2011).The environment in which businesses are operating is becoming continuously complex, competitive dynamic and extremely turbulent. Success in this generally dynamic environment that business operate in is a serious challenge more so in view of the various internal and external factors that are often than not hamper achievement of the desired success. This has brought about the need for complex decision making process .The success or failure of business is attributable to how strategic the decision making process is made to be Chepkwony (2011). In order to survive, this would require sound strategic

management process which not only address the formulation but also has inbuilt sound implementation Abuya (2011).

Beer and Eisenstat (2000) have catalogued a group of relevant, inhibiting factors to strategy implementation and learning. The factors are: either a top down or laissez – faire management style, unclear strategy and conflicting priorities, an ineffective senior management team, poor vertical communication, poor coordination across functions ,plus inadequate down the line leadership skill and development. The author seems to clearly acknowledge the need for large scale communication as well as partial participation on the other hand leadership and organizational integrity.

Another issue influencing the study of strategy implementation is the perspective one has on strategy. Is strategy first formulated then implemented, or vice versa? If one believes that strategies are explicit Mintzberg (1978), implementation means carrying out the pre-determined strategic plans. If on the other hand one holds an emergent view on strategy, one does not believe that strategy is first created and then implemented, but that strategy emerges and evolves without interventions by strategic planners or in spite of them Mintezberg (1978).

In reality some strategies are planned and some strategies just emerge from the actions and decisions of the organisational members. Planned strategy and realizing or emergent strategy evolve hand in hand and affect each other in the process of strategy implementation. Where strategies are communicated, interpreted, adopted and enacted Freedman (2003).

1.1.4 Public Health Sector in Kenya

In Kenya the central government, local authorities, church missions, industrial health units and private institution and individuals are the main providers of health services

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Kimalu (2004).Health services are provided through a network of 4700 health facilities country wide with the public sector systems accounting for 51 percent of these facilities Muga et al (2004).The public health facilities are further divided into referral hospitals, provincial general hospital, health centres and district hospitals.

Over the past decade the financing allocation to the public health sector have declined or remained constant. Review of the public expenditures and budget in Kenya have shown that total health spending constitutes 8 percent of the total government expenditure and that the recurrent expenditure have been consistently higher than the development expenditures, both in absolute terms and as a percentage of the GDP. Per capita total health spending stands at \$12.6 in 2010/2011, however this amount remains inadequate when compared to the WHO recommendations of an average of \$44 per capita on health Nga'ni (2011) .The per capita expenditure falls short of the government of Kenya's commitment to spend 15 percent of its total budget allocation to health as agree in the 2001 Abuja declaration.

The under financing of health sector has thus reduced its ability to ensure an adequate level of service provision to the population. The government funds the health sector through budget allocations to the ministry of Health and related departments, however the tax revenues are unreliable sources of health financing because of the macroeconomic conditions such as poor growth, national debt, inflation which often affect the health allocation Muga et al (2004).The Kenya government relies on 5 traditional health financing sources taxation, social insurance, private insurance , direct out of pocket and finally donor grants, loans. While out of pocket financing of heath care is invariably regressive in reducing the disposable income of the poor. Private insurance is optimal but implicitly increases per capita subsides for the poor removing policy holders from the pool using the government financed services.

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A manifestation of the health budget shortfalls is widespread with challenges including inadequate infrastructure, pharmaceutical and staff shortage, poor maintenance of equipment and transport facilities

1.1.5 Jaramogi Oginga Odinga Teaching and Referral Hospital (JOOTRH)

Jaramogi Oginga Odinga Teaching and Referral Hospital (JOOTRH) is the largest provincial public hospital in Nyanza, it has been in existence for more than 100 years, having been established in the 1900s to cater for the needs of the workers at the then port town of Kisumu. Its inception was largely influenced by the high presence of malaria and other diseases. It was first established as a district hospital. Since then it has grown to become the referral hospital serving more than 100 districts and sub districts hospitals in more than 10 counties in western region. It serves a catchment population of 5million people JOOTRH strategic plan (2011).

Its main mandate is to provide curative, preventive, promotive and rehabilitative health services diagnostic services-both radiological and laboratory services. JOOTRH provides specialized clinical services in the areas of renal medicine, orthopaedic surgery, and paediatrics surgery. It is the only public hospital in western Kenya that has an intensive care unit (ICU), renal dialysis unit and six operating theatres. The hospital has on-going research and training activities and also serves as a teaching hospital to Kenya medical Teaching College (KMTC) which trains nurses, laboratory technician and clinical officers and medical students for Maseno University.

The hospital has a total of 519 technical staff, including 65 doctors, 64 clinical officers, 251 nurses and 78 other paramedical staff.47 non-technical staff, 36 security

staff, 70 staff contracted for cleaning and 68 casual staff. The main source of revenue for the hospital is the central government ministerial allocation and cost sharing funds. Donor support in the areas of HIV/AIDS and human resource has improved the performance of the hospital. JOOTRH has a total of 31 partners. (JOOTRH Strategic Plan 2011).

The predominant economic activities around the hospitals catchment area include sugarcane and rice farming, fishing, jua kali sector; business community and industrial manufacturing JOOTRH Strategic plan (2011).In spite of these economic activities, poverty levels in Nyanza exceed 60 percent, and this continues to be among the highest in the country, the national level being 50 percent. World Bank (2010).This affects service delivery in general through client's inability to pay for healthcare, forcing the hospital to grant waivers for more than 30 percent of the user charges due therefore weakening the hospitals financial position. (JOOTRH Strategic Plan 2011).

JOOTRH vision is to be an exemplary centre in quality health care provision, research training and an effective referral hospital in East and central Africa, while its mission is to provide excellent, accessible and acceptable health care services to the public, professionally and in a friendly environment. (JOOTRH Strategic Plan 2011).

The main motivation for engaging in strategic planning is due to the fact that business today gets done in a global marketplace, Change in health sector is occurring at an unprecedented pace. JOORTH needed a strategic plan to survive. The strategies to enable the hospital to proactively and successfully navigate through the turbulence created by change.

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1.2 Research Problem

While implementing new strategies in any organization, strategy implementation challenges are inevitable. Strategy implementation is more challenging and delicate task than strategy formulation as it involves sensitive issues such as resource mobilization, restructuring, cultural changes, technological changes, system and process changes, policy changes, leadership among others Grant (2000).Implementation challenges tend to originate from various sources, some internal to the organization while others are from the external environment. Whereas most organizations have good strategies, successful strategy implementation remains a major challenge. Strategy implementation might seem quite straight forward. On the contrary, transforming the strategies into action is a far more complex, difficult and challenging undertaking and therefore not as straight forward as one would assume. (Abuya 2011).

As a public hospital, JOOTRH is governed by the policies and regulations set forth by the government through the ministry of health. The government policy for the health sector is articulated in the second national health sector strategic plan It is widely emphasizing on reaching large number of patients through initiating strategies that enables it to attain its target population. Over the period its main activities have grown from being a district hospital serving only one district to a provincial hospital serving 36 districts of Nyanza province. Given the expansion of the scope of JOOTRH services, several challenges are faced by the hospital. These include poor quality of health services, demotivated health workers, inadequate drug supply, and inadequate resource allocation from the ministry of health. This underscores that there are challenges that hinder effective strategic management in JOOTRH. To compete

successfully in today's volatile and competitive health sector business markets. JOOTRH adopted strategic planning as a management tool in 2005 when its first plan was prepared. The 2010-1016 plans is the second strategic plan.

Local studies have been done on strategies and strategy implementation in organisations in Kenya. Nduva (2011) carried out a study to determine Strategy implementation challenges at Kenya Bureau of standards and the result of her study showed that poor internal communication was a major challenge and that key decision makers should pay regular attention to the implementation process. Abuya (2011) studied implementation and its challenges in Action Aid Kenya and found that inadequate resources stifled the ability to carry out the strategic plan. Ngari (2011) studied the challenges of implementation in a Heritage Insurance company Limited. She concluded that the challenges of strategy implementation are organizational culture and structure, high degree of staff turnover and resistance to change and conflict among employees.

The problems of strategy implementation relate to situations and processes that are unique to a particular organization. One cannot assume or conclude that strategy implementation challenges are similar across various organizations and industries. Different contexts will yield different results. The fact that failure rates to strategy implementation still remains high justify the need for more research on these challenges and suggests possible ways of addressing them. In the case of JOOTRH no documented studies have been carried out on strategy implementation process, challenges and how the challenges have been overcome. Thus the study aimed at seeking responses to the following research questions: What strategy implementation challenges are experienced by JOOTRH and how does the hospital overcome these challenges?

1.3 The Research Objectives

The objective of the proposed study is

(i) To identify the challenges of strategy implementation at Jaramogi Odinga Oginga Teaching and Referral hospital.

(ii) To establish how Jaromogi Odinga Oginga Teaching and Referal Hospital has overcome the challenges of strategy implementation.

1.4 Value of the Study

The findings of this study are of importance to various users. It is hoped that the findings of this study will contribute new knowledge to the management, staff, and partners of JOOTRH and form an appropriate framework upon which strategic plans may be implemented at JOOTRH.

Further the study will help the Government of Kenya through the ministry of medical services formulate policies to govern the management of public hospitals in health provision. On the implications of the resource allocation at JOOTRH which could be contributing to challenges affecting strategy implementation and how this understanding can help re-align the strategic plan to meet the emerging challenges and expectations brought about by the new constitutional dispensation

The study will be important to the donors at JOOTRH, it will provide insight into how effectively the programs are run and areas requiring funding to be either increased or reduced.

The outcome of the study will form a base for future scholars, academicians and researchers who may want to study the area of strategy implementation.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter discusses the various pieces of existing theoretical and practical knowledge on strategy implementation challenges. It will integrate and summarize what is already known in strategy implementation challenges. Theories underpinning strategy implementation, Concept of strategy implementation, factors influencing strategy implementation.

2.2 Theories Underpinning the Study

Boards are groups specifically, responsible for deciding on strategic issues for firms. Directors bring to firm important information about such matters as corporate structures internal and External Contingencies The effectiveness of the informal hierarchy in coordinating a board's interactions is likely to depend in part on factors internal and external to the board. And, to the extent that an actor's social position (e.g., high, middle, or low rank) in the corporate community determines his/her sociopsychological orientation and actions, a board's overall rank composition may influence members' sensitivity to the informal hierarchy and thus their willingness to rely on it to guide their interactions.

Furthermore, the functioning of the informal hierarchy may depend on the extent to which directors can easily retrieve information about and act by the rank order among them. These considerations suggest three internal contingencies, the rank of a firm's CEO in the board informal hierarchy, the overall rank composition of a board, size of the board. As for external contingencies, suggest that crises and a highly challenging business environment may place greater demands on an informal hierarchy to guide

boardroom interactions, as effective coordination is especially needed in such situations (Boyd, 1995

Game theory is mainly used in economics, political science, psychology, as well as logic and biology Neuaman(1955) . The subject first addressed zero-sum games, such that one person's gains exactly equal net losses of the other participant. Today, however, game theory applies to a wide range of behavioral relations, and has developed into an umbrella term for the logical side of decision science, to include both human and non-humans, like computers.

Modern game theory began with the idea regarding the existence of mixed-strategy equilibrium in two-person zero-sum games and this theory was developed extensively in the 1950s by many scholars. Game theory was later explicitly applied to biology in the 1970s, although similar developments go back at least as far as the 1930s. Game theory has been widely recognized as an important tool in many fields.

The systems approach studies an organization by analyzing its structure, its individuals, and its technology within its surrounding environment. For this reason the systems approach is sometimes referred to as the holistic approach to the study of an organization David (1997). Traditional theories regarded organizations as closed systems—autonomous and isolated from the outside world. Recognizing that traditional theory had failed to take into account many environmental influences that affected the efficiency of organizations, most theorists and researchers embraced an open-systems view of organizations.

Environmental influences that affect open systems can be described as either specific or general. The specific environment is a network of suppliers, distributors,

government agencies, and competitors. An organization is simply one element of that network. To succeed, or profit, the organization must interact with these influences. They use suppliers, for example, when they purchase materials from other producers, hire workers from the labor force, or secure credit from banks or other companies.

2.3 Strategy Implementation

Thompson and Strickland, (2002) determined that the strategy implementation process included the many components of management and had to be successfully acted upon to achieve the desired results. It involves the firm's resources' and motivation of the staff to achieve objectives. In the world of management increasing number of senior staff are recognizing that one of the key routes to improved business performance is better implementation. However at the same time it is also understood that is one of the most difficult business challenges facing today's managers. Pearce (1992).Implementing strategies successfully is about matching the planned and then realizing strategies which together aim at reaching the organizations vision. The components of strategy implementation such as communication, interpretation, adoption and action are not necessarily successive and they can't detach from one another. Aosa (1992) observed that strategy implementation is likely to be successful when congruence is achieved between several elements, particularly the organization structure, culture, resource allocation systems and leadership.

Without congruence, major challenges are bound to arise in the process of strategy implementation. The strategic management process does not end when the firm decides what strategy to pursue. Once the strategy has been charted the managers priority moves towards converting the strategy into action points and good results. Putting strategy into action is seen as an extension of the planning process. A strategy

is first formulated and then it is implemented Johnson (2002) .One of the conventions that has lead to both scholars and practitioners of strategy management are the idea that there is a distinction between strategy formulation and strategy implementation. The convention holds that the formulation of a strategy is based on the identification of the organizations goals and the rational analysis of its external environment and internal resources and capabilities (Grant,2000).Once a company has chosen a strategy to achieve its goals the strategy then has to be put into action by selecting appropriate organizational structure and managing its execution through tailoring the management systems of the organization to the requirements of the strategy (Hills and Jones 2001).

Putting strategy into place and getting individual and organizational subunits to execute their part of the strategic plan successfully is essentially an administrative task. Strategy implementation involves putting into practice what has been formulated. The process of implementing a strategy in a firm is executed through a number of ways or practices which can be said to be the controls on the firms operations thus they either obstruct or facilitate the translation of strategy into action. In organizing for success, structure is one of the key ingredients, but regardless of any structure, organizations cannot work effectively without the formal and informal organization strategy practices Johnson and Scholes (2002).These practices include direct supervision, planning and control systems, performance targets, markets mechanisms, social cultural processes and self-control and personal motivation.

According to Galbraith and Kazanjian (1986) there are several major internal subsystems of the organization that must be coordinated to successfully implement

the organizations strategy. These subsystems include technology, reward systems, decision processes and structure. Irwin(1995) state that strategy implementation is an internal operation driven activity involving organizing, budgeting, motivating, culture building, supervising and learning to make strategy work. Aosa (1992) observed that good strategies are of no value unless they are effectively implemented and translated into action. Once strategies have been developed they need to be implemented.

David (1997) states that strategy will most likely to be expressed in high level conceptual terms and priorities. For effective implementation, it needs to be translated into more detailed policies that can be understood at functional level of the organization. The expression of strategy in terms of functional policies also serves to highlight any practical issues that might not have been visible at a higher level. The strategy should be translated into specific policies for functional areas. Strategic change can most usefully be seen as continuous process rather than one distinct stage. Quinn, serge et al(1998) suggested quite clearly that implementation needs to be considered not just as a single event with fixed or rigid plans but rather as a series of activities whose outcome will shape and guide strategy.

The implementation of organization strategy involves the application of the management process to obtain the desired results Johnson and Scholes (2002).Particularly, strategy implementation includes designing the organization structure, allocating resources, including such areas as reward systems, approaches to leadership, staffing .Strategy implementation is tough and consumes more time than coming up with the strategy. It is action oriented and involves leadership, motivation change and creating a fit between the organization structure and the strategy. Kaplan and Norton (2006) observed the importance of matching the structure of the organization with the strategy so as to unlock value. For effective strategy

implementation it should be effectively operationalized and institutionalized. The tools for operationalizing and controlling strategy signal an important phase in the process of translating strategic thought into strategic action.

2.4 Factors influencing Strategy Implementation

Strategy implementation is not an easy process. Many excellent strategies fail when attempts to implement them are made David (1997). The implementation phase involves identifying the required resources and putting into place the necessary organizational changes. It is important that an organizations daily activities and work efforts directly related to accomplishing the strategic plan. Thompson and Strickland (2003) state that it is necessary that the organizations strategy in line with several critical components.

These components include structure, leadership, culture, resources and support systems and policies. Structure is the division of tasks for efficiency and clarity of purpose and coordination between interdependent parts of the organization to ensure organizational effectiveness. Structure of the firm should be considered with the strategy being implemented. If activities, responsibilities and interrelationship are not organized in a manner that is consistent with strategy chosen, the structure is left to evolve on its own. Pearce and Robinson (1997). According to Robinson and Coulter (2002) an organizational structure is the formal framework in which jobs are divided, grouped and coordinated. Successful strategy implementation depends in large part on the firm's organizational structure. The structure identifies the key activities within the firm and the way in which they will be coordinated to achieve the firm's strategic purpose.

Strategic leadership is the ability of one to articulate a strategic vision for the company or part of the company and to motivate others to buy into that vision. Johnson and Schole (2002) that a strategy leader is an individual upon whom strategy development and change are seen to be dependent on. They are individuals personally identified with and are central to the strategy of their organizations. Strategy implementation success is directly linked to the unique characteristics, orientation and actions of the CEO. The leadership in an organization to a large extent determine the success or the failure of strategy implementation. According to Pearce and Robinson (2003), two leadership issues are of fundamental importance the assignment of key managers and of the CEO as he most closely identifies with and ultimately accountable for a strategy success and represents an important source for clarification guidance and adjustments during implementation.

Culture is a system of shared meaning and beliefs held by organizational members that determines in a large degree on how they act (Robbins and Coulter2002).An organizational culture provides the social context in which an organization performs its work and interactions. Aosa (1992) stated that it is important that the culture of the organization be compatible with the strategy being implemented. Culture affects both the way the manager behaves within the organization as well as the decisions they make about the organizations relationship with the environment and its strategy .Implementation of any strategy requires a substantial amount of organizational recourses.

2.5 Strategy Implementation Challenges

Studies have been done on strategy implementation challenges by different authors and scholars and many challenges uncovered. Kim and Mauborge (2005) identified

some of the challenges to be failure to follow the plan, poor communication, inability to predict the environmental reaction. Andreas (2004), Kaplan and Norton (2004), Wheelan and hunger (2008),Thompson and Stickland (2003) state that organization structure, organization culture, leadership, lack of staff motivation are also among some of the challenges faced. Previous research done by Aosa (1992) Ombati (2007);Ronga (2008) also uncovered more challenges. These are discussed below.

The most important problem is the lack of communication .Heiz and Harold (1993), argue that communication is the means by which people are linked together in the organization to achieve a common purpose. It is important in setting out and agreeing on clear guidelines with the implementers. This is to ensure all involved understand what expected of them, allow any confusion or ambiguity to be resolved, ensure that the organization is properly coordinated. Before any strategy can be implemented it must be clearly understood. Clear understanding of a strategy gives purpose of activities of each employee and allows them to link whatever task is at hand to the overall organizational direction (Byars et al, 1996) Lack of understanding a strategy is one of the obstacles in its implementation.

While the strategy should be chosen in a way it fits the organizational structure ,the process of matching structure to strategy is complex Byars et al (1996).The structure that served the organisation well at a certain size may no longer be appropriate for its new or planned size. According to McCarthy et al (1996), creating that structure and the attendance behaviour changes is a formidable challenge. The fundamental challenge for managers is the selection of the organization structure and controls that will implement the chosen strategies effectively. Changes in strategy often require changes in the way an organization is structured. Organisations can be captured by

their structures and systems (Johnson and schools, 2002).This is because structure dictates how policies and objectives are established.

Structure shows the way tasks are grouped into jobs and jobs grouped into organizational units. It deploys accountabilities to the company can achieve its goals and objectives and the mission. The structure can help a strategy to be implemented or it can make it totally impossible. Structure and strategy have to be compatible. Pearce and Robinson(2000) notes, structures are designed without regard to strategy and can cause strategy to fail regardless of other well intended efforts. According to chandler (1962) if the structure is not realigned to match the changes in strategy then this could frustrate the implementation process. Changes in structure should not be expected to make a bad strategy good. Aosa (1992) observed that lack of compatibility between strategy and culture can lead to a high organizational resistance to change and demotivation which can in turn frustrate the strategy implementation. Management should strive to preserve, emphasize and build upon aspects of an existing culture and support new strategic choices.

Pearce and Robinson (1991) highlight motivating and controlling personnel in strategy execution are accomplished through a firms reward system. Motivation is concern with the factors that influence people to behave in a certain way and getting them to move in the direction you want them to go in order to achieve results. People are motivated when they expect a course of action likely to lead the attainment of a goal and a value reward that satisfies their needs. One of the biggest strategy implementation challenges is to employ motivational techniques that build wholehearted commitment and wining attitudes among employees. Individual behaviour and attitudes and values of the people in the organization. The behaviour of the individuals ultimately determines the success or the failure of the organizational

endeavours and top management concerned with the strategy and the implementation must realize this. Wheelan and Hunger (2008) hold the vies that when the reward systems are out of step with strategy execution then the implementation is inhibited. The reward mechanism can be both positive and negative as well as short term and long term. Success is celebrated while there are consequences for failures. The reward can be in the form of bonuses, promotions, incentives and recognition.

The resources of an organization include its human resource skills, the investment and capital in every part of the organization. Therefore lack of resources can be a real challenge to implementation. Thompson et al (1992) notes that the human resource element plays a big role in the design and administration of strategic plans. Their use as a strategic weapon to gain competitive advantage is essential together with adequate allocation of material resources to facilitate successful implementation. David (1997) observes that organizations have at least four types of resources that can be used to achieve desired objectives. These are financial, human, physical and technological .A resource fit test should be applied to determine whether firms resource strength match the resource requirements of its present business line up. Once a strategic option has been settled upon, management attention turns to evaluating the resource implications of the strategy Campbel et al (2002).To achieve a strategy resources are required and need to be allocated and must be adequate and be in line with the expected performance targets. Resource allocation is central in management of the activities that allow the execution of the strategy. It's not possible to implement a strategy without resources that can be made available by the organization.

The importance of leadership in strategy implementation highlights the fact that a leader should be at the fore-front in strategy execution. Parkison (2005) leadership is

the ability of an individual to influence, motivate and enable others to contribute towards the effectiveness and success of the organization of which they are members. Leadership plays a central role in strategy implementation therefore requires the assembling of a capable team with the right skills. Pearce and Robinson (2001) notes that the CEO together with key managers must have necessary skills, personalities, education and experience to execute the strategy.

The role of appropriate leadership in strategic success is highly significant. It has been observed that a successful transformation is 70-90 percent leadership and only 10-30 percent management. It takes adept leadership to convincingly communicate the new strategy, overcome pockets of doubt and disagreement, and build consensus and enthusiasm for how to proceed. The leadership challenge is to galvanize commitment among people within an organization as well as stakeholders outside the organization to embrace change and implement strategies intended to position the organization. Whether one is distilling strategy to achieve clarity of intent or engaging people to drive the strategy into action process, effective leadership makes the difference.

An organizational culture setting can either facilitate or hinder successful implementation. Burnes (2004) in his studies on culture, power and politics and change notes that when an organizations environment is rapidly changing situations will arise, when its culture is out of step with the changes taking place. Each organization possesses its own culture that is a system of shared beliefs and values. The corporate culture creates and in turn, created by quality of the internal environment. Andreas (2004) observes that top management principal challenge in the cultural context is set to the cultural tone, pace character to see if it is conducive to the strategic changes that the executives are charged with implementing. Changing an organizational culture to align it with the strategy is among the toughest management

tasks according to Thomson and Strickland (2003).changing problem culture is very difficult because of the heavy anchor of deeply held values and habits. People cling to the old and familiar. It takes concerted management action over a period of time to replace and unhealthy culture with a supportive culture that facilitates strategy implementation.

Kaplan and Norton (2005) found that many organizations have a fundamental disconnect between the formulation of their strategy and implementation of the strategy into useful action. They introduce the notion of strategy mapping which is a diagram that describes how organizations creates values by connecting strategic objectives in explicit cause and effective relationship with each other in the financial ,customer, internal processes and the learning growth for value creation. One of the practical issues in executing strategy is that many managers have little experience of planning the implementation of strategies particularly those that are transformational (Hussey 1998).A reasonable achievable time scale is not set during the planning process. The failure of many strategic planning initiatives is due to organizations lacking inertia to sustain them once the initial enthusiasm has worn off.

Implementing new strategies requires large scale change Kaplan and Norton (2004) Transformational change has emerged to differentiate the scale of change required by business strategy from the continuous improvement that organizations routinely perform. The biggest challenge in implementing strategy is getting alignment throughout the organization and cultivating change initiatives that sustain momentum. Implementing change requires the confidence, cooperation and competencies of the organization technical and managerial people so the continual development of the organizational vital asset human resource is very high priority. Another priority is managing change. It's a great challenge to deal with potential barriers to change

because implementation efforts often fail when you underestimate these barriers. Experience shows that barriers against implementation of strategy can lead to a complete breakdown of the strategy. According to Andreas (2004) these barriers are psychological issues ranging from delay to outright rejection and organizations need to pay more attention to them. After all strategy implementation consists mostly of psychological aspects so by changing the way the employees view and practice strategies, senior managers and executives can effectively transform change barriers into a gateway for successful execution.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the procedures that were followed when conducting the study. It involves the blueprint for the type of study design that was used, the method of data collection and how the data collected was analysed.

3.2 Research Design

Dooley (2007) defined a research design as the scheme, outline or plan that is used to generate answers to research problems. This research was conducted through a case study since it was conducted on one organisation and it aimed at getting detailed information on . A case study is an in-depth investigation of an individual, institution or a phenomenon Mugenda and Mugenda, (2003) .The study presents in depth information on challenges affecting strategy implementation at JOOTRH hospital.

3.3 Data Collection

The study used both primary and secondary data. Primary data were collected through the use of an interview guide. The interviewees of the study were the members of the hospital management committee, directors of clinical department, outpatient, inpatient, clinical research, administrative staff members and the chief administrator because they were involved in the implementation of the strategy.

Secondary data were collected from the organization documents such as annual reports, website and strategic plan.

3.4 Data Analysis

Data collected were edited for completeness and consistency and then coded to enable the responses to be grouped into various categories. The data was then analysed by

use of content analysis. It made inferences about the antecedents of the communication, about characteristics of the communication and about the effects of the communication. According to Mugenda and Mugenda (2003) the purpose of the content analysis is to study existing information in order to determine the factors that explain the specific phenomenon.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the results of the analysis and interpretation of the data findings. The aim of the study was to establish implementation challenges faced by Jaramogi Oginga Odinga Referral Hospital and how these are overcome. The data was collected through an interview guide and the respondents in this study were drawn from various levels of staff at JOOTRH these were directors of clinical department, Director Outpatient department, Director Nursing department, Director clinical research department, chief administrator, Director Finance and accounting, Manager Human resource department and Manager ICT.

4.2 General Information

Section A of the interview guide aimed at establishing the respondents department and the position and length of service in the position. Majority of the staff have had an experience in challenges facing strategy implementation as well as have worked in the organisation for more than 5 years. The finding was that all the staff were involved in strategy implementation. Eighty percent had worked in the organisation for more than five years the other twenty percent had less than two years' experience. Majority of the respondents served in the same position since they joined the organisation while others had risen up the ladder. This implies that staffs are occasionally promoted within the organisation. The company relies on the management staff skills for successful strategy implementation. The hospital has a well co-ordinate system of operation that ensures adequate leadership and direction provided by the various departments. At the same time, the key implementation tasks and activities are always

clearly defined and this enables the entire process of the implementation to be carried out.

4.3 Challenges Faced During Strategy Implementation

The researcher sought to find out whether JOOTRH structure facilitated the achievement of goals. It was confirmed that the structure has frequently been changing to support the strategy implementation and that it was designed to breakdown how work is to be carried out in functional departments. The structure was reviewed after some time in line with the organisational demands. Yearly assessment of roles to ensure proper revision of the structure to be in-line with the organisations strategy was done. The current Jaramogi Oginga Odinga hospital structure constitute the hospital management committee, chief administrator, a director in each key department of the hospital. Activities and responsibilities have been organised based on the functions of each department in line with strategies being implemented.

The researcher sought to find out if there had been any change in JOOTRH structure since the launch of the strategic plan and it was in agreement that minor changes have been made with results to position roles and responsibilities to ensure new areas of focus are effectively implemented and monitored. It was found that as the structure keeps changing it has been posing challenges to strategy implementation due to resistance to change, lack of clear communication to prepare those affected.

Asked to what extent the staffs at JOOTRH were committed to the strategy implementation, it was revealed that staff commitment was limited to implementing the specific activities in the operational plan derived from the strategic plan, but failed to link these activities to the overall goals outlined in the strategic plan. Staff

commitment was also limited to implementing areas only relating to their departments, and thus there is limited program integration. There was a feeling all JOOTRH staff subscribed to organisations principles, beliefs and values and that recruitment process took on board values and beliefs of employees that are consistent with organizational values however they were not committed because not all of them were involved in strategy formulation process .Employee commitment was not there due to poor motivation and poor remuneration.

The study sought to find out if management at JOOTRH were involved and participating in strategy implementation. It was agreed that management at JOOTRH is fully involved in the implementation of the strategic plan and at times considers itself a custodian of the plan because it provides the vision guidance in the implementation of the strategy including reviews. The management provides support for their employees and act as role models in strategy implementation. They made sure that projects were implemented from the drawn strategy and that regular evaluation was done. It was agreed that feedback from the issues arising during implementation was given though participatory annual review and reflection process which collects perspective of the staff ,partners and the community on the extent to which positive change is taking place, lessons learnt and the challenges and the constraints. However there was a feeling felt that there was lack of support from the senior management team and the hospital management committee. They cited their attitude as laid back in dealing with governance issues. They expected the senior management team to make contributions towards resource mobilization which was not done during the entire implementation period it was largely felt that the hospital committee was not available when needed and did not devote enough time to JOOTRH.

There was agreement that the culture has a strong influence to strategy implementation. Organizations culture is a company's way of doing things. It constitutes norms, values and beliefs that are held over time in the course of doing business. A match between strategy and culture is crucial for successful implementation of strategy. The study aimed at establishing how the culture affects strategy implementation and all agreed that the JOOTRH culture was supportive of the organizations strategy and that the staff holding key positions were competent to deliver. The cultural factors such as resistance to change and fear of the unknown were dealt with by involvement of senior management and training together with communication of benefits of changing the strategy to all staff. They ensured they took employees through the benefits of changing a particular strategy thus encountering less resistance and maintaining the organization culture.

The study revealed that the budgetary resources were not sufficient to meet organizations objective at JOOTRH. There was a budgetary deficit identified during the financial gap analysis. All activities in the strategic plan require a budget and without adequate resources it will be difficult for organizations to successfully execute the strategies. The resource constraints hindered strategy implementation at JOOTRH. Furthermore time resource was also highlighted as an impediment. It was argued that when there is time shortage some of the partners quit before the implementation is complete. All agreed that strategy implementation requires availing of all the necessary resources for it to succeed. Available resources were inadequate in some instances forcing projects to be rolled over to the next financial year. JOOTRH had an ambitious plan yet it was not possible to implement strategies which require more resources than could be made available. It was noted that too little resources stifled the ability to carry out the strategic plan to the fullest. Ninety percent of

JOOTRH income is generated through cost sharing and the other 10 percent is through central government allocations. Every year there is an annual deficient from the central government allocations.

It was clear that the strategy was communicated to the JOOTRH staff and stakeholders. Different methods were used to ensure wide dissemination and roll out of the strategy. It's communicated through meetings, exchange of email and staff retreats. Management ensured that the communication channels were two way so that it could provide information for improving understanding, knowing the staff responsibilities and to motivate staff. They made sure it was a continuous process in the entire implementation process. It was agreed that organizational communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation. Communication helped in ensuring that all the stakeholders were involved in the implementation of the adopted strategies and make them more committed. However there was a feeling that the organization left a lot to be desired as such a critical document was not part of the orientation package so they wondered how staffs were supposed to be informed about the strategic direction of JOOTRH when there was a limitation in knowledge of sharing of such a critical document.

The leadership team was at the forefront in providing vision, initiative, motivation and inspiration. It was agreed that they provided the needed guidance and direction towards achieving the targeted results of JOOTRH. The management showed an active team spirit in the strategy implementation process. All the relevant positions were filled with qualified people and assignment of key managers particularly within the senior management team was done. Rigidity and bureaucracy were not present

and they embraced new ideas and innovation technology as required. Leadership training sessions were conducted to install a set of management competencies. They pointed out various kinds of challenges they faced and how they were able to overcome them thus showing good leadership. An example of the good leadership is how they were able to prioritize strategies based on the finances available as opposed to the urgency to implement the strategy.

Policies and rules practiced at JOOTRH serve as a standard operating procedure in facilitating implementation of strategy but it has posed a challenge to strategy implementation as revealed by the study. Especially within the change of context as it calls for regular review of policies to ensure they reflect the strategy. It was indicated that some of the policies presented bureaucracy and were not clear and concise. This had at times led to conflicts between some of the managers where each group accused each other of interfering in their roles thus less being achieved. The departmental and operational manuals were not updated to adequately support strategy implementation and the new way of doing things. Sometimes decisions made were not implemented because staffs do not have clear policies and rules to follow. The new ways of doing things were not incorporated on the standard operating procedures this led to non-achievement of results in some areas and subjective decisions being made and thus slowed down the rate of implementation. The findings suggested that policies whether new or revised play a major role in supporting strategy implementation because it assists in controlling organizational activities and counteracts any tendencies of the organization to resist or reject the chosen strategy.

The study sought to find out whether the projects in JOOTRH were continuously being. Monitored and evaluated to identify gaps and ensure they were in line with the strategic plan. All agreed that projects were continuously monitored and evaluated to identify gaps and ensure they are in line with the strategic plan. The responsibility of monitoring the progress of strategy implementation was guided by the performance management framework and M&E plan. The JOOTRH staff interviewed revealed that this process was done through staff retreats and annual work plan meetings. The respondents were also asked to give their opinion on the factors that affected the implementation of their previous plan. Most of them agreed that lack of enough funding and resources, changes in the external environment such as shifts in national policies and shifts in priorities of key stakeholder and program beneficiaries, change in the context of the strategic plan, increased community and stakeholders needs, competing priorities, emerging needs and areas of service delivery that lead to implementing activities outside the strategic plan, lack of accurate baseline data during planning were the factors that affected the strategy implementation for the previous 2006-2010 strategic plan. Resistance to change and slow response to global trends also had an effect on JOOTRH strategy implementation.

Asked whether any resistance from staff and management while implementing the strategic plan, all agreed that there is always a segment of staff resisting some elements of the strategy but it was managed through a consensus and rewarding and recognizing all those who have delivered a higher degree towards achievement of strategy implementation. It was a mixture of support and resistance among the management and staff .There was a lot of support from the Chief Administrator and most senior managers however there were also pockets of resistance from the rest of

the staff who feared the unknown and uncertainty and preferred instead to maintain the status quo and continue to remain in their comfort zones. Staff resisted because they doubted whether the skills they had could match with skills requirements for JOOTRH dispensation. Management provided training to ensure that employees acquire the technical know how to implement.

4.4 Measures to Address Strategy Implementation Challenges

As per the second objective the study sought to determine how JOOTRH handled the challenges it encountered during strategy implementation. JOOTRH came up with various strategies and initiatives as discussed. The hospital committee and Senior Management Team hired a consultant who was charged with the responsibility of helping the organization achieve its strategic objectives and steering it forward precisely turning the organization around. Organization restructuring was done by declaring some positions redundant and coming up with a lean structure. Interns were hired as cost saving measure as they were cheaper and could help do some of the work under the supervision of experienced staff.

Where resistance was experienced in strategy implementation, JOOTRH instituted measures to minimize them. It has embraced the idea of involving key stakeholders and increasing stakeholder consultations at initial stages and during piloting of any new project, sensitizing all staff and stakeholders on the importance and benefits of strategies being implemented, conduct change management training programme. In the extreme cases, the reluctant staff were either sacked or transferred.

The study found out that reward systems are not in any way tied to the ability to implement strategies. JOOTRH management is in the process of developing an

additional reward system that will tie rewards to the successful implemented strategies. JOOTRH addressed strategy implementation challenges by scaling up resource mobilization activities, strengthening data collection and management to ensure timely and accurate data, strengthening monitoring activities through training and ensuring the strategic plan is well disseminated and that the strategic plan document was part of the orientation package

4.5 Discussion

Contingency theory is guided by the general orienting hypothesis that organizations whose internal features best match the demands of their environments will achieve the best adaptation Scott . (1998) The contingency approach demonstrates that there is no "one best way" for managing and leading an organization. . The contingency viewpoint focuses on management's ability to achieve alignments and good fits between employees and circumstances since the viewpoint suggests that there is no one size fits all management approach. Similarly, there are models for contingency leadership which show the relationship between leadership style and the situation at hand. In these situations, a leader needs to ensure than they are able to assess the situation, determine the task structure, and obtain a position of formal authority in order to be able to adequately manage a contingency situation. A leader's ability to manage under the contingency viewpoint depends largely on the nature of the environment and how the organization relates to the environment. Therefore, the organizational structure is a major component of the approach that management may take in resolving problems under contingency theory. It was confirmed that the structure at JOORTH has frequently been changing to support the strategy implementation and that it was designed to breakdown how work is to be carried out

in functional departments. The structure was reviewed after some time in line with the organizational demands. Yearly assessment of roles to ensure proper revision of the structure to be in-line with the organizations strategy was done. The current Jaramogi Oginga Odinga hospital structure constitutes the hospital management committee, chief administrator, a director in each key department of the hospital. Activities and responsibilities have been organised based on the functions of each department in line with strategies being implemented.Its strategic plan is in agreement that minor changes have been made with relation to position roles and responsibilities to ensure new areas of focus are effectively implemented and monitored. Findings from this study disclosed that the contingency theory is indeed applicable to JOORTH.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This final chapter of the study outlines the summary of the research findings, recommendation, limitations of study, suggestions for further research and conclusions. The findings were presented in the respect of the main objectives which were establishing the challenges JOORTH encountered during strategy implementation and how these were overcome.

5.2 Summary

The respondents of this study were drawn from the directors of clinical department, Director Outpatient department, nursing director, director clinical research department, chief administrator, director finance and accounting, Human resource manager and Medical record and ICT manager. These respondents were specifically chosen because they are involved in formulation and implementation of organizations strategic plans and have had adequate experience on the challenges facing strategy implementation since most have worked in the organization for more than four years. The Chief Administrator manages leads, directs and shapes a vision for JOOTRH in line with the established policies, principles and operating practices of Ministry of Health. As well as good management practice and the political, social, cultural & economic environment. The director of outpatient provides leadership in the provision of outpatient services in the hospital which bears the bulk of the patients seeking treatment at the facility. The director of inpatient department ensures all admitted patients receive quality treatment while at the hospital. The Medical records

and ICT Manager provides leadership and direction in the provision and delivery of ICT services throughout the organization. Director of nursing provides support to the nursing department to enable them provide recommended medication and interventions. The director of finance and administration supervises program reviews, annual plans and budgets. The Monitoring and Evaluation officer's role is to develop and implement M&E systems focused on data collection, storage, and analysis and reporting to ensure synergy between accountability, learning and planning system.

The organizations structure has frequently been changing to support strategy implementation and minor changes have been made with regard to position roles and responsibilities to ensure new areas of focus are effectively implemented and monitored. The structure is reviewed after some time in line with the organizational demands. Staff commitment to strategy implementation is limited to implementing the specific activities in the operational plan derived from the strategic plan and areas only relating to their department, and thus limited program integration. It failed to link these activities to overall goals outlined in the strategic plan. Management was fully involved in the implementation of the strategic plan and considered itself a custodian of the plan because it provided the vision, guidance in the implementation of the strategy including the reviews. They made sure that projects were implemented from the drawn strategy and that regular evaluation was done. The organizations culture was supportive of the organizations strategy and all staff holding key positions were competent to deliver. The cultural factors such as resistance to change and fear of the unknown were dealt with by involvement of senior management and training together with communication of benefits of changing the strategy to all staff.

Inadequate resources stifled the ability to carry out the strategic plan to the fullest. The budgetary resources were not sufficient to meet organizations objective. All activities in the strategic plan require a budget and without adequate resources it will be difficult for organizations to successfully execute the strategies. Communication of the strategic plan to all the staff and stakeholders was done using different methods are used to ensure wide dissemination and roll out of the strategy. Management ensured that the communication channels were two way so that it could provide information for improving understanding, knowing the staff responsibilities and to motivate staff.

The leadership of the organization was at the forefront in providing vision, initiative, motivation and inspiration. It provided the needed guidance and direction towards achieving the targeted results of the organization. The management showed an active team spirit in the strategy implementation process. Projects were continuously monitored and evaluated to identify gaps and ensure they are in line with the strategic plan. The responsibility of monitoring the progress of strategy implementation was guided by the performance management framework and M&F, plan. The policies and procedures practiced to serve as a standard operating procedure in facilitating implementation of strategy were not regularly reviewed. The departmental and operational manuals were not updated to adequately support strategy implementation and the new way of doing things. A segment of staff resisted some elements of the strategy but it was managed through a consensus and rewarding and recognizing all those who have delivered a higher degree towards achievement of strategy implementation.

To cope with the challenges the organization adopted the use of a risk management matrix tool which projects potential risks and challenges and how to address them. Organization restructuring was done by declaring some positions redundant and coming up with a lean structure. Where resistance was experienced in strategy implementation, it embraced the idea of involving key stakeholders and increasing stakeholder consultations at initial stages and during piloting of any new project, sensitizing all staff and stakeholders on the importance and benefits of strategies being implemented, conduct change management training program.

The organizations management is in the process of developing an additional reward system that will tie rewards to the successful implemented strategies. It is scaling up resource mobilization activities, strengthening data collection and management to ensure timely and accurate data, strengthening monitoring activities through training and ensuring the strategic plan is well disseminated.

5.3 Conclusion

Strategy implementation is the end product of strategic planning. Without action, planning is pointless and empty activity. The failure to carry out a strategic plan into the day to day activities of the workplace is a major reason why strategic planning often fails to achieve its objectives. Most organizations have good strategies but successful strategy implementation remains a major challenge. Strategy implementation is concerned with both planning how the choice of strategy is put into effect and managing the change require to successfully implement these strategies. It can be defeated if the attitudes and habits of managers and employees are hostile or at crossroads with the needs of the strategy. To cope with these challenges management

needs to launch a change process to establish a one company unified culture. It should ensure that the leaders have the sensitivity, creativity, patience and communication skills necessary to curb cultural conflicts.

5.4 Recommendations for Policy, Practice and Theory

This study recommends a radical change in JOOTRH if the organization is to reposition itself to brace competition and deliver results. Active participation of the hospital committee is crucial. The rules of engaging hospital committee members should be clear and the recruitment process professionally done. Use of psychometric test would be commendable to enhance the selection of members with the desirable personalities. The hospital committee should be evaluated during the span of their membership or agreed intervals.

The human resource strategy should be linked to the overall organization strategy the organization structure should be changed to support strategy implementation. At this juncture ineffective staff should be weeded out. Staff should be involved in decision making and JOOTRH should have good recruitment procedures and packages so as to attract the best in order to enforce accountability it would be critical to match skills to jobs. Delivery should be paramount and deadlines must be respected by all, there should be no impunity in the organization.

Lessons learnt from the previous strategic plan should be analyzed and guide the process of the next plan. Mid-term reviews should be set up so that adjustments can be made where necessary and progress of the plan communicated. Communication channels should be improved; there should be better coordination of activities

between all departments in the organizations. A staff retreat should be held to engage members in critical thinking which should result in good decisions being made.

There should be budget allocation for the strategic planning process and implementation the plan should be communicated to all, monitoring of the strategy implementation process should be done by a team. The strategic planning process should be consultative in nature, led by clear policies. It's important for the strategic planning process to be owned by the stakeholders. In addition JOOTRH should have a resource mobilization strategy to implement the strategic plan. Once the strategy has been agreed upon, the organization needs to change the structure so as to support the strategy implementation process.

To avoid these problems from reoccurring again in future, JOOTRH needs to ensure that the strategy formulation should be made participatory by involving all staff as well other stakeholders. This will enrich ownership of the final strategy as well as facilitate smooth successful implementation. Strategy is clear and concise and. therefore employees can read on their own and understand what is expected of them and work towards achieving the organizational objectives. Although not all employees are involved in strategy planning in the organization they are part and parcel of it and therefore they would all want to see that the strategy is successful.

5.5 Limitations of the study

Limitations must be encountered in all research studies therefore this one was not an exception to that. Difficulties of securing a face to face interview with some of the targeted respondents were experienced mainly because of their busy schedule.

The study was also limited to an in depth case study of JOOTRH hence findings were unique to this organization and cannot therefore be generalized to be a representation of similar organization in the industry.

5.6 Suggestions for Further Research

It is generally agreed universally that no research is an end in itself. Therefore what this research has achieved can only be considered to be little hence requiring further work. From the insight gained in the course of the investigations, there is need to carry out further research in the organizations that are similar to JOOTRH in terms of size and areas of intervention. Findings can then be compared to assess if there are any commonalities or unique factors. There is also need to study the practices adopted to evaluate the progress towards strategy implementation within provincial public hospitals in Kenya.

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APPENDICES

Appendix 1: Interview guide

This aim of this interview guide is to collect information on the challenges of strategy implementation at NNPHG. The information is required for academic purposes only and will be treated as confidential.

Section A: Background

1. Name of Department……………………………………………………………
2. Designation ……………………………………………………………………
3. Number of years worked in the position…………………………………………

Section B: Strategy Implementation.

Being guided by the factors listed below, how would you describe strategy implementation   at NNPGH………………………….................................

4. The staff and management have a clear understanding and support formal policy development and implementation……………………………………………
5. The company has financial capacity to implement strategies…………………….
6. The employees are highly motivated to maintain and support the implementation of strategy initiatives……………………………………………
7. The management staffs have the skills that enable successful strategy implementation.
8. The current organizational structure supports strategy implementation………
9. The staff and management staff readily accept change………………………
10. Any other comment regarding strategy implementation at NNPGH…………

Section c: The Challenges of Strategy Implementation.

Organizations are usually faced with various challenges in their pursuit to implement strategies. By starting with a Yes or No what is your experience at NNPGH.

1. Was time allocated for the project adequately? ....

2. Was coordination sufficiently effective? ....

3. Was the capabilities of employees involved sufficient? ....

4. Was training and instructions given to lower staff adequate? ....

5. Were there some uncontrollable factors in external environment that had adverse impact on implementation?

6. Was leadership and direction provided by departmental heads adequate?

7. Were Key implementation tasks and activities clearly defined?

8. Did any champion(s) and or supporters of the strategy leave the company during the implementation?

9. What is the organization doing to overcome the strategy implementation challenges?

Appendix 2

Letter from the University of Nairobi

UNIVERSITY OF NAIROBI

SCHOOL OF BUSINESS

KISUMU CAMPUS

Telegrams "Varsity" Nairobi
Fax: 4181650
Kisumu, Kenya
Telex: 22095Varsity
Mobile: 0720348080
Email: ajaleha@uonbi.ac.ke

P O Box 19134-40123
Kisumu, Kenya

Date: 24th September 2012

TO WHOM IT MAY CONCERN

The bearer of this letter Ms. Catherine Kidiga Adhu

REGISTRATION NO: D61/73645/2009

The above named student is in the Master of Business Administration degree program. As part of requirements for the course, she is expected to carry out a study on "**Challenges of Strategy Implementation at Jaramogi Oginga Odinga Teaching and Referal Hospital** "

She has identified your organization for that purpose. This is to kindly request your assistance to enable her complete the study.

The exercise is strictly for academic purposes and a copy of the final paper will be availed to your organization on request.

Your assistance will be greatly appreciated.

Thanking you in advance.

Sincerely,

MR. ALEX JALEHA
CO ORDINAOTR, SOB, KISUMU CAMPUS
Cc   File Copy

CO-ORDINATOR

2 4 SEP 2012

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Appendix 3

MINISTRY OF MEDICAL SERVICES

Telegrams: "MEDICAL", Kisumu
Telephone: 057-2020801/2020803/2020321
Fax: 057-2024337
E-mail: medsuptnpgh@yahoo.com
When replying please quote

NYANZA PROVINCIAL GENERAL HOSPITAL
P.O. BOX 849
KISUMU

Ref. No...........................

27ᵗʰ April, 2012

Date ....

Dr Catherine Kidiga Adhu
P O Box 161
KISUMU

RE: EVALUATION OF CHALLENGES OF STRATEGY IMPLEMENTATION

We refer to your letter dated 27ᵗʰ April, 2012 on the above mentioned subject.

We are happy to inform you that your request has been considered and permission has been granted to carry out your project in strategic management in our facility between 3ʳᵈ April, 2012 upto 30ᵗʰ July, 2012. However, you will need to avail the protocol.

Dr Juliana Otieno
CHIEF ADMINISTRATOR
NYANZA PROVINCIAL GENERAL HOSPITAL

JO/ma