

**FACTORS INFLUENCING EFFECTIVE IMPLEMENTATION OF STRATEGIC
CHANGE IN NATIONAL HOSPITAL INSURANCE FUND, KENYA**

BY

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DECLARATION

This research project report is my original work and was not submitted for examination for the award of a degree at any institution or university.

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The research project report has been submitted for examination with my approval as appointed supervisor.

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DEDICATION

I wish to dedicate this project work to my family members, my dear wife Monica Lozi for her love and encouragement and my lovely children Joan, Vanessa and Aquila for understanding and giving me all the support I needed throughout the time of my study.

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ABBREVIATIONS AND ACRONYMS

CEO	Chief Executive Officer
CT SCAN	Computed Tomography Scan
DCS	Director Corporate Services
DF & I	Director Finance & Investment
DO & QA	Director Operations & Quality Assurance
DSPM	Director Strategy, Planning & Marketing
EDMS	Electronic Document Management System
IPRS	Integrated Population Registration System
KIPPRA	Kenya Institute for Public Policy Research and Analysis
MRI	Magnetic Response Imaging
NHIF	National Hospital Insurance Fund
RM	Regional Manager
USSD	Unstructured Supplementary Service Data

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ABSTRACT

The topic of the study was factors influencing effective implementation of strategic change in National Hospital Insurance Fund, Kenya. The aim of the study was to identify the factors that influence effective implementation of strategic changes in the National Hospital Insurance Fund. The study was an NHIF case study. Primary data have been collected through an interview guide. The respondents were 15 out of 20 target populations. Data analysis was analyzed using content analysis. The results of the study revealed that the National Hospital Insurance Fund does indeed implement a strategy. The factors influencing the effective implementation of strategic change in NHIF Kenya are but not limited to; organizational structure and leadership, strategy and organization of resources, organizational culture, staff motivation and adaptability to change, globalization and technology, policies and strategy, political and economic factors and environmental and legal factors. The study has made contribution to theory, policy and practice in relation to implementation of strategic change. The study had limitations which included the top management giving little time to the interview guide thereby not soliciting best responses. Further research should be done in private institutions to enable comparison of results and contribution to the body of knowledge.

CHAPTER ONE INTRODUCTION

1.1 Background of the Study

Ansoff (1965) defines strategic change as the reshuffling of a company's business or its marketing plan in a bid to attain a very important objective. An example can be given that strategic change in a company may involve shifting/changing the organizational structure, mission, target market and its policies. Van de Ven and Poole (1995) defines strategic change by its synergy, scope, deployment of resources and scope. Strategic change comes into being if the contents of the strategy of an organization are changed. It involves the difference in the condition of an organizational relation to the immediate external environment, its difference in quality and form. The change in strategy should be particular, workable and malleable and be superior technically to enable a return on investment that is maximum. Firm's usually succeed at times when the change in strategy implemented is compatible in respect to capabilities, resources and skills and are allowable to stakeholders. Strategic change is usually in nature long term and in effectiveness has to be organization wide. The management of strategic change is affected by external and internal factors, negatively or positively and also is globally very vital (Rose & Lawton, 1999).

The study was anchored by Lewin's Force Field Theory and Resource-Based Theory of competitive advantage. The Force Field Theory (Lewin, 1947) opines that in an organization that is for change, there are usually driving and restraining forces. These forces work for and against change. If the resisting forces match the driving forces, then no change will happen but if the driving forces eclipse the resisting forces then change will occur in the organization. If change occurs, then Lewin (1951) came up with the three step model, Unfreeze-Change-Refreeze, unfreeze is the beginning stage of change, on the change stage, the people are empowered towards change and when the organization becomes stable (refreeze) marks the end of the process. The resource- based view asserts that having strategic resources gives a company a great opportunity to construct and develop competitive advantage over its rival competitors. Resource based theory gives an avenue of a careful analysis and identification of an organization's advantages on strategy that have a foundation on its unique mix of intangibles, skills,

capabilities and assets. Its underlying premise is that an organization differs in diverse ways since each organization has distinct bundle of resource-intangible & tangible assets and firms abilities in resource utility (Pearce & Robinson, 2007).

In a bid to remain competitive in the sector of health insurance and thereby increase its efficiency, National Hospital Insurance Fund has various times been involved in the implementation of changes in strategy. NHIF's mandate is to receive revenue and pay out benefits to its members. The changes include but not limited to behavior change training, strategic and structural change, trimming down of staff, developing new products, restructuring, engaging stakeholders etc. The management of this change at National Hospital Insurance Fund has been through planning change, communicating it, consultancy usage and outright buying in. There has been change in the structure of the organization, focus in strategy, composition and size of employees and also the orientation of the management. Advancement in technology, liberalization of the market, the ever changing demands of customers have necessitated this change (NHIF, 2011). There is therefore importance to find out the strategic implementation practices at National Hospital Insurance Fund.

1.1.1 Strategic Change

The study of strategic change usually covers the nature of the change, the need for change, analysis of forces bringing change, the effects of environmental forces, resistance to change by individuals in organizations, and the means of overcoming these resistances (Yabs, 2010). Change can therefore be perceived as a state and a procedure. Change portrays what happens in the environment, it is indicative of the state that an organization has to accept. Change as a process is what employees encourage internally in response to environmental change. The major goal of the concepts of changes in strategy is to make managers have the information of how best to deal with forthcoming changes and arising problems. The managers may make the organization engage in restructuring, total quality management, re-engineering in implementation of change (Pfeifer & Bisenius, 2002).

Kotler (2008) asserts that change in the organization is the realignment of the activities in a firm. This realignment may be as a consequence of changes in the organization structure, task transfer, introduction of new products etc. Nowadays change management has various definitions. The definition mostly used is the one which states that change management is the procedures, methods and ways to contain the employee side of change in business to get the targeted outcome of business and acquire the effective change in business within the infrastructure (social) of the place of work (Hofer & Schendel, 1978).

Clampitt and Berk (1996) defines strategic change as how external forces through technological advances, social political or economic pressures influences an organization or how internal forces such as customer needs, performance issues and costs affect the dynamics of an organization and how it reacts to it. Kalshoven (2011) defines strategic change as that which forces an organization to move out of its comfort zone and how the organization gets along with it. The allegory of a living thing going through change as it exists and adapts to the change is aptly used in describing strategic change in an organization.

1.1.2 Strategy Implementation

So according to Arthur et al, (2008), indeed the strategy implementation process involves the implementation of the strategy. It is the fourth phase of the strategic management process following the formulation of the strategy, the analysis of alternative strategies and the choice of such strategies. Pearce and Robinson (2011) noted that the strategy should be transformed into rules for the day - to-day practices of the members of the company in order to ensure success. The strategy and the company should also be one which reflects the strategy in the way the company organizes its practices and in the norms, ideals and culture of the company. Success in strategy usually relies on competitive analysis, strategic vision, market positioning (shrewd) and solid industry. Successful implementation in strategy will many times rely on collaborative working with others; resource allocation, strengthening and building competitive capabilities, creation of appropriate firm structures, making of policies that support strategy, systems and processes; people motivation and rewarding them and putting a getting things done discipline (Thompson, Peteraf, Gamble and Strickland, 2012).

Pearce and Robinson (2007) categorize strategic implementation components that managers must take into account even during enactment; structure, networks, common values and leadership. The tougher the fit between these components, the better the likelihood of successful implementation of the strategy. Bryson (1995) notes that the objective of the implementation of the strategy is to finish the metamorphosis from strategic planning both to strategic management by incorporating strategies adopted throughout the system concerned. Thompson and Strickland (1998) argue that successful implementation of the strategy depends on good leadership, cooperation with and for others, resource allocation, developing and bolstering dynamic capabilities, installing strategic support measures and combining how the organization carries out its core business practices with good execution requirements.

Strategies as excellent as they may be formulated, fail if they are not implemented properly. Successful implementation of the strategy means identifying the resources required and implementing the required organisational changes to make the process a success. A few of the factors that influence the implementation of the strategy include strategy and culture, strategy and company resources, strategy and policies, teamwork, strategy and leadership (Bryson, 1995).

Effective strategy implementation positioning the chosen strategy, resource the strategy, shape the culture and structure of the organization in line with the strategy and manage change (Campbell, Stonehouse and Houston, 2002). The implementation of the strategy is often complemented by changes in the organizational procedures, business systems and structures, and as such, management must make clever resolutions, as these changes would affect the human resources and overall strategy implementation. Strategy implementation is a thriving, immersive and multilayered process comprised of a set of evaluations and actions carried out by managers and employees to make strategic change a reality in order to achieve strategic goals and could be impacted by numerous factors within and beyond the organisation.

Successful implementation is critical to state corporations as well as to other non-state actors, that notwithstanding, strategic change implementation has devolved to a

momentous organizational challenge faced by all organizations (Barasa & Ombui, 2014). State corporations have best strategies but results of all organizations are not rewarding in accordance to long term objectives (Mbaka & Mugambi, 2014). This may be ascribable to a number of challenges. For corporations to accomplish credible level of strategy implementation, they must assign and skillfully handle adequate possessions but not limited to monetary, human capital and technical backing. State corporations must ensure organizational structures are in place and allocate duties and unambiguous responsibilities to definite teams and individuals (Amboga, 2009).

1.1.3 National Hospital Insurance Fund

The National Hospital Insurance Fund is a statutory body (parastatal) created in 1966 as a department under the Ministry of Health. Over the years, the first Act of Parliament that established the Fund has been repealed in line with the changing healthcare needs of the Kenyan population, employment and health sector restructuring. The National Hospital Insurance Fund Act No 9 of 1998 governs the Fund.

The transformation of the National Hospital Insurance Fund from the Ministry of Health's department to a parastatal was intended to improve efficiency and effectiveness. The Fund's core mandate is to cover all its members and their declared dependents (spouses and children) with medical insurance. The membership of the National Hospital Insurance Fund is open to all Kenyans who are 18 years of age and older and have a monthly income of over Ksh.1000 and above for the formal sector employees which is compulsory and voluntary for the informal sector members i.e retirees, hawkers, vendors etc. The benefits National Hospital Insurance Fund active members can access is Inpatient and Outpatient cover, Surgical package, package for renal dialysis, package for renal transplants, package for radiology: MRI and CT scanning, package for oncology: cancer treatment (chemotherapy and radiotherapy), package for rehabilitation: Drug and substance abuse, Maternity package, Foreign treatment package, and now awaiting policy guidelines on Specialized Lab test package and Chronic disease package: Diabetes & Hypertension.

National Hospital Insurance Fund has accredited over 2,000 health care providers Countrywide to provide quality healthcare services to its members. Health care providers

have been categorized into three groups based on the services available and the type of contract they have signed with National Hospital Insurance Fund, Kenya. The contract A Health care providers are all Government contracted Hospitals which offer comprehensive medical cover including in and out patient, maternity services and surgical services. The contract B Health care providers are mostly faith- based or mission hospitals and some private hospitals. They offer inpatient and outpatient services and maternity services including caesarean. Members may be required to make a co-payment for major surgical cases. All other services are however covered at no extra cost. The third one is Contract C Health care providers. These are high cost private hospitals. The member's bill is offset daily by a fixed predetermined rate called a rebate as per National Hospital Insurance Fund's contract with the particular hospital. The member will be required to pay for the difference either by self or any other form of medical insurance.

National Hospital Insurance Fund has a network of fully autonomous 61 branches and 32 satellite offices throughout the country. Each branch provides all the services of the National Hospital Insurance Fund, such as the provision of services to hospitals or members or employers following the decentralization of computer functions in 2001. These branches are also served by smaller satellite offices and service points called window offices in hospitals and referral hospitals. The National Hospital Insurance Fund registers all eligible members from both employers and informal sector. It is compulsory for those in the formal sector to be a member. Membership is open and voluntary for those in the informal sector and retirees.

1.2 Research Problem

Implementing strategy is a massive challenge and time consuming. Practitioners wholeheartedly agree too that developing a sound strategic plan is much easier than “getting it right” (Charles & Gareth 2007). Implementing the strategy and moving the organization in the chosen direction requires a different set of management skills. Successful implementation of the strategy depends on working, organizing, motivating, building culture and building strong connections between strategies and how the organization does things. Integrated behavior does not really change even if a new strategy was announced (KIPPRA, 2013). Implementation of strategies enable

organizations in order to increase profits, increase sales volume, create new products that meet consumer demands in comparison with competitor products and services, management ability to forecast future changes, and the organization's ability to embrace change and work towards a common institutional objective for the competitive edge of world market organizations (Gomez, 2001).

National Hospital Insurance Fund has tremendously grown in terms of operations, financial resources, benefits payout and membership as time went by, this therefore called for a paradigm shift in the way operations are carried out as members began to demand better, efficient and reliable services. To help improve services to its clients National Hospital Insurance Fund embarked on change programs by training staff and computerizing most of its process. Strategic change management practices if properly managed helps organization to remain relevant and competitive in the ever changing macro environment. With these changes at National Hospital Insurance Fund it is important to study how strategic change is implemented. Previous studies show that organizational change has not been smooth sailing, but has been faced with a lot of internal resistance because of factors like fear of unknown and destabilization of status quo. Implementing change in the operations of the organization is to introduce a process bound to face challenges.

Locally, Nyambura (2010) found out that most internal environmental factors were influential, especially, the bank's human resource, strategic plan, financial resource and organizational culture. External environmental factors that were found to influence strategic change were both the economic and environmental factors. Muchemi (2014) found out that, factors that encourage strategy implementation include good leadership, staff involvement in strategy formulation, continuous monitoring and evaluation of strategy implementation. Mutambuki (2011) found out that some of the obstacles were due to the implementation process of the strategy and other characteristics of KPC 's operations. On methodology, the researcher used case study and content analysis. However, this study was not done at NHIF. Indiaz (2016) sought to establish the challenges of strategic change management on strategy implementation among state

corporations in Kenya. The findings revealed that leadership, organizational structure, organizational culture and availability of core competencies were the factors that influenced the implementation of strategic change. Descriptive research design and multiple regression analysis were used. Case study research design and content analysis was not used here. Chemjor (2015) studied strategic change management business practices and staff performance at the national insurance fund for hospitals, Kenya and found out that despite there being challenges in strategic change at National Hospital Insurance Fund these challenges were dealt with through trainings and proper communication on the need for change. Methodologically, the study used case study and content analysis. The researcher however did not delve into the strategic implementation at NHIF. Studies on strategy implementation especially on NHIF are scarce. National Hospital Insurance Fund is facing a continuous process of change annually. This study seeks to fill this research gap by answering the following research question: what are the factors influencing the effective implementation of strategic change at National Hospital Insurance Fund?

1.3 Research Objective

To establish the factors influencing effective implementation of strategic change at National Hospital Insurance Fund.

1.4 Value of the Study

To researchers and scholars, the study will provide information that could be used as literature review in studies related to implementation of change and change management in parastatals in Kenya. In addition, the study will add more knowledge on organization change in public institutions. Further, this study will provide a base upon which more studies can be conducted on the effects of organization change on the performance of Health insurance sector.

To the government of Kenya and policymakers, the study will provide information that can be used to form policies on implementation change and change management in public institutions which include healthcare facilities. In addition, the Government of Kenya could use the findings of this study to improve the efficiency of services offered in

healthcare facilities and National Hospital Insurance Fund. Also it will assist the management of National Hospital Insurance Fund in the best practice to be observed when formulating, implementing and evaluating change and the effects it will have on performances of employees.

The findings of this study will help other institutions in Kenya and beyond as it will be a practical contribution to the management of various organizations. In the implementation of organizational change this study will be used to benchmark other institutions which might have a similar venture.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter reviews literature on the theoretical foundation of the study, empirical literature on factors influencing the effective implementation of strategic change, finally ends up with summary of literature review and the knowledge gap.

2.2 Theoretical Foundation

This is the discussion of the various theories and knowledge other researchers have done. Basically this section focuses on the Kurt Lewin theory about organization change. Also discusses the Resource Based Theory.

2.2.1 Force Field Theory

The Force Field Theory the model of change was designed to weigh the driving and restraining forces affecting organizational change. This is an approach to group behavior by attempting to map the entirety and intricacy of the field in which the behavior occurs. (Back, 1992). The "force field" can be described as two opposing forces working against and for change. The status quo forces should be seen against change. Lewin noted that it is usually resisted, despite the often positive reasons for change. There are several reasons for resisting change and for expressing resistance by individuals, teams and organizations. If resistant forces cover the driving forces, there will be no change. A system is subliminally designed to strengthen itself and strives to keep the status quo. Just as our own human system strives to keep us at the same temperature, a system has drivers and resisters that keep it in a "quasi- state of balance" (Lewin, 1947). Lewin then explained the force field theory further by delving into the 3 stage model of change.

Lewin (1951) developed a pivotal model for comprehending change in the organization. Kurt Lewin himself was a social scientist and a physicist. His was a three step model which posits Unfreeze–Change–Refreeze used the analogy of the ever changing shape of an ice block. This simple and understandable framework is in three steps. Change motivation(unfreeze) is the beginning stage and slaloms through effective communication promotion and people empowerment towards embracing change(change) and when the organization becomes stable(refreeze) marks the end of the process.

The three step framework gives a change player an idea of change implementation with regards to people. This framework cum model provides guidance on getting people to change: despite the efforts of a manager in making people embrace change it will only be effective if the people (subjects) embrace it and practice it. Therefore this model is useful both employees and the management in achieving the organization's strategic objectives. In understanding the process of change and the effects change have on employee performance the model is of great importance in ensuring that through change process has been followed to achieving organization objectives (Basher, 2002).

This approach to change management coupled with force field analysis is valid and useful in planning, designing and implementing change. Despite Lewin's approach being wholesome in providing a structured approach to managing change, it also enables employees in tracking previous processes in change. In so doing the employees will be able to keep up with the world which changes continually (Basher, 2002).

Many human resource practitioners and authors were equally provoked by the third stage of this model, refreezing. There is an ongoing argument that there is no time to stop and thereby refreeze an already implemented change process, this is due to the ever changing modern world of business. This has made the model to be termed inflexible, with the currently constant and the chaotic process of change. These change dynamics require flexibility to a great extent. This implies that the process in its finality should leave the firm in a malleable state which can be remade and refashioned accordingly. Leaving the firm in a hard and rigid state would work against any future change in the firm/organization (Basher, 2002).

2.2.2 Resource Based View

This theory gives an avenue of a careful analysis and identification of an organization's advantages on strategy that have a foundation on its unique mix of intangibles, skills, capabilities and assets. Its underlying premise is that an organization differs in diverse ways since each organization has distinct bundle of resource-intangible & tangible assets and firms abilities in resource utility. Each organization grows its competencies from resources variably and when well developed these resource constitute a firm's competitive advantage (Pearce & Robinson, 2007).Contextually, there is enough

evidence that an organization has a big role to play in the implementation of any strategic process. This can be attributed to the sad fact that despite existence of many resources in an organization, without proper implementation, they stagnate at the planning phase.

This Resource Based approach shows that superior structures and systems in firms make them profitable. This could be due to the fact that they delve in strategic investments which could constrain access and price upward thrust above charges in the long run, however because their expenses are decrease and offer high excellent products or product overall performance. This approach zones on the rents that have accumulated to the owners of business enterprise-unique sources as opposed to income in financial system from positioning of merchandise in markets. Competitive advantage thereby lays in the 'uphill' of products in the markets and bases on the organizations resources which are difficult to copy (Pearce & Robinson, 2007).

2.3 Factors Influencing Strategy Implementation

The factors that are highlighted herein are organizational structure and leadership, strategy and organization resources, organizational culture, staff motivation and adaptability to change, globalization and technology, policies and strategy, political and economic factors, and the environmental and legal factors.

2.3.1 Organizational Structure and Leadership

This structure may consist of tasks like allocation of tasks, supervision and co-ordination in a bid of attainment of the aims of the organization. It actually method the formal framework by which process duties are divided, grouped, and coordinated (Robins and Coulter, 2002). Miller (1985) observes that there is an intrinsic association between approach formula and shape of the company. The structures facilitate or constrain how the method and relationships paintings, hence affecting strategy implementation process (Johnson and Scholes, 2002).

Chandler (1962) notes that shape and strategy ought to be interrelated for the achievement of the company, which means that the company's strategies need to be aligned to its shape. Management is the process of influencing an business enterprise in its efforts towards success of its purpose (Johnson and Scholes, 2002). Organizational

management involves guiding the organisation to cope with regular alternate, and to clarify strategic rationale, that builds the enterprise and shape their way of life to match with the possibilities and demanding situations (Kotter, 1996).

According to Mintzberg et al, (2003), the lack of leadership in strategy in the leadership (management) structures of firms is a possible barrier towards effective strategy implementation. One key drivers of implementation of approach is strategic management. Strategic leadership is likewise extensively seemed as amongst the key drivers of strategy implementation. For powerful approach execution, the pinnacle leadership of an organisation has to continuously screen progress, assume obstacles and take corrective moves in which necessary, for you to ensure that the company is agile to changing marketplace conditions and competitive forces (Thompson et al, 2006).

2.3.2 Strategy and Organization Resources

David (2003) postulated that in implementation of a strategy that has been chosen, the available resources should be sufficient. The resources are diverse, ranging from human to physical, technological and financial. It's impossible to carry out strategic implementation which requires more resources that the firm cannot provide. When the resources are too little the ability of the organization to conduct a strategic plan is stifled.

The view of Porter (1985) having budgetary provisions shows that the management is committed towards the strategic plan. The programs and all the projects that have a provision in the budget must be hived off the organization's strategic plan. This is very useful as the activities of the organization are efficiently done in a bid to buttress the strategy implementation.

2.3.3 Organizational Culture, Staff Motivation and Adaptability to Change

The culture of the organization refers to the set of assumptions (often not stated) shared by members of an organization (Pearce and Robinson, 2002).Robins and Coulter (2002) posits that culture is defined as an arrangement of beliefs that are shared by the members of a company and also determines their behavior. The impacts of culture are not restricted to organisational behavior but rather to decisions made by managers about how the company relates to the environment and its corresponding strategy (McCarthy et al., 1996).

Corporate culture pertains now to the character of the internal working environment and personality of a company, shaped by its fundamental values, beliefs, principles, traditions, entrenched behavior and operational style (Thompson et al, 2006). In the gamut of strength to weakness, corporate culture in the strength spectrum creates commitment and cooperation and can also facilitate control, communication and decision making (Pearce & Robinson, 1988). Every company that aspires to succeed must therefore ensure that strategies are aligned to the organization culture and that employees are involved in the implementation process, to resist change. Employees should be compensated in order to improve their morality and respond quickly to change, as far as Aosa (1992) is concerned.

2.3.4 Globalization and Technology

Summarily technology is the work, tools, knowledge and equipment methods that are normally used by a company to provide services and goods. It is very key in any process of strategy today (Mintzberg et al, 2003). Due to the fast changing technology, organizations must maintain their competitive edge by adopting current and relevant technologies. Porter (1985) posits that the main driver of change is technology. It must therefore be considered in the implementation of strategy and is a means of facilitating strategy execution because it affects business operation and the overall market competitiveness.

The spread of globalization and the dynamics of the environment businesses operate in, has made opportunities to be available for organizations to compete globally. Industry globalization drivers must provide chances cum opportunities for global strategy implementation in order to benefit from globalization (Mintzberg et al, 2003). In the environment that is now global, the implementation of strategy must change as extreme competition, cultural, legal, economic, and global political environments needs to be factored in (Pearce & Robinson, 2007). Organizations that need to successfully compete in the global arena must be able to sustain and capture a competitive advantage.

2.3.5 Policies and Strategy

There are various definitions of policies, but they usually refer to particular administrative practices, forms, rules, procedures, methods that are made to give

encouragement and support that are geared towards some pre-stated goals (David, 1997). These policies act as communicator of particular guidelines that are required to action. The procedures of transitioning from old ways to ways new have to be managed and initiated accordingly. Gerry and Kevan (2002) assert that procedural resistance to the changes occur which necessitates constant and close monitoring for effectual strategy implementation.

2.3.6 Political and Economic factors

The economy factors deal with how the economy is and its direction with regards to the firm. Strategy implementation is directly affected by the economic environment a firm is operating in. Locally (nationally) and internationally, managers must put into consideration credit availability, disposable income level, people propensity to spend, the interest rate(prime), rates of inflation and growth trends of the Gross National Product as economic factors for implementation of strategy (Pearce & Robinson, 2007).

Determination of the process of implementing strategy should be done within an economic situation. The stability and direction of political factors must be considered in coming up with an organization strategy. Political factors provide the regulatory and legal framework within which the organization can function or operate in. The political constraints are imposed on organizations through well intended pricing policies, anti-trust laws and trade laws and other activities that protect the environment, consumers, employees and the general public (Pearce & Robinson, 2007).

2.3.7 Environmental and Legal factors

Institutions can't just go on maximizing profit while ignoring the people thereabout and the environment. The business decisions in strategy are not only confined to the firm but affect many players in the industry some of which may not have direct trade with the organization (Robideaux, Miles & White, 1993). Due to the foregoing, its vital for organizations to understand the environment they operate in and work according to the rules of engagement laid down.

As an extension of a firm's corporate ethics, an organization should incorporate external stakeholders while making their strategic decisions. The public may have raised their ethical standards as pertains to business behavior thus they may be dissatisfied with a firm's present business practices and now regard ethical business behavior as important (Robideaux et al, 1993). Drucker (1987), as cited in Robideaux et al, (1993) notes that today's business leaders should start to understand that the public perceive them as social allies and that they are expected to act as such.

2.4 Review of Empirical Studies

Al-Kandi et al (2013) examined the mechanisms underlying the strategy implementation process and its results: evidence from Saudi banks and found out that three group factors determine implementation of successful strategy by significantly influencing the outcome of strategic decisions. These are (i) communication and involvement that are categorized under the personnel and process factors (ii) priority of decisions and time under project factors (iii) religion, structure of the organization and support from top management under organizational factors. Other factors of less significance in the strategic decision outcomes which are unexpected can be categorized as external and cultural these include people, motivation & commitment and resource allocation

Hadi and Ali (2012) reviewed and detected the factors that affect the successful implementation of business strategies in industrial areas in the Fars county (case study: food industry companies) and determined out the role of barriers in preventing the successful implementation of the strategy is the following: individual personal and employees barriers, planning ramifications, organizational barriers, environmental barriers and management barriers.

Nyambura (2010) studied factors influencing strategic change at the headquarters of the Kenya Co - operative Bank and the findings illustrated that content issues and context issues, especially the internal contextual environment are part of the factors that influence strategic change at Cooperative Bank's head office. Findings also illustrated that most internal environmental factors were influential, especially, the bank's human resource, strategic plan, financial resource and organizational culture. External environmental

factors that were found to influence strategic change were both the economic and environmental factors.

Muchemi (2014) sought to establish whether strategy implementation is undertaken at Kenya Post Office Savings Bank and found out that, factors that encourage strategy implementation include good leadership, staff involvement in strategy formulation, continuous monitoring and evaluation of strategy implementation. The hindering factors of strategy implementation include lack of adequate resources, poor communication of strategy, and lack of commitment to strategy by management, employee attitude, resistance to change, slow decision making, legal and political constraints and distorted reward structure.

Chemjor (2015) examined the strategic change management practices and staff performance at the National Hospital Insurance Fund, Kenya. The study established that some of the strategic change management practices adopted by National Hospital Insurance Fund included: changes in the top management like appointments of new CEO and board of directors, introduction and upgrade of technology, change in policies and rules and organization restructuring. National Hospital Insurance Fund used several communication modes to pass the message of change across all stakeholders. The change management program had several objectives to operate more effectively and efficiently, to offer quality services and to deliver on its Vision and Mission. The various strategic change management practices adopted had more positive than negative impact on staff performance thus was necessary to be implemented. The organization faced challenges during the change management process which include resistances to change due to lack of clear understanding of need for change.

2.5 Summary of Literature Review and the Knowledge Gap

Implementation of strategy calls for alteration of existing procedures and policies. Lewin's model delves into looking at these changes using the Unfreeze–Change–Refreeze matrix. A manager could pass new procedures and reassign tasks, but only if the people involved accept them and help to put them into practice will change. However the model is of great use to both employees and the management in achieving the

organization's strategic objectives. In understanding the process of change and the effects change have on employee performance the model is of great importance in ensuring that through change process has been followed to achieving organization objectives (Basher, 2002)

The implementation of the strategic change also requires proper allocation of the company's resources; the resource based view of strategic change comes into play. Perhaps It's because they delve into strategic investments that can limit long - term entry and price increases above costs, but because their costs go down and deliver quality products or product performance. This method involves rent zones that have accumulated to the investors of organizational resources rather than revenues in the national economy from product market positioning. Competitive advantage thereby lays in the 'uphill' of products in the markets and bases on the organizations resources which are difficult to copy (Pearce & Robinson, 2007).

Internationally, Al-Kandi et al (2013) and Hadi and Ali (2012) found out the factors influencing strategic implementation to be (i) communication and involvement that are categorized under the personnel and process factors (ii) priority of decisions and time under project factors (iii) religion, structure of the organization and support from top management under organizational factors. Locally, Chepchumba (2014) and Muchemi (2014) found out that factors that encourage strategy implementation include good leadership, staff involvement in strategy formulation, continuous monitoring and evaluation implementation of strategy. The hindering factors of implementation of strategy include lack of adequate resources, poor communication of strategy, and lack of commitment to strategy by management, employee attitude, resistance to change, slow decision making, legal and political constraints and distorted reward structure. Due to the versatility industry-wide it is prudent to carry out this study to see whether the same results obtained in the aforementioned studies at National Hospital Insurance Fund.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes several stages and phases that have been taken to complete the study successfully. It describes the research design used and justifies the type of data collected and why it was used, how the data was obtained, the choice of interviewees and the data analysis method utilized in the study. This chapter comprises of the various subsections as below.

3.2 Research Design

The research embraced a case study design for research. A case study shall be defined as a deep exploration of a person, institution or fact of a particular unit under consideration (Kothari, 2004). The design is intended to explore causation of given phenomena thus understanding the underlying principles.

It was appropriate to use a case study design because Kothari (2004) observed that a case study enables the researcher to conduct an in-depth investigation of many different aspects of a phenomenon. He further on went to argue that a case study from a qualitative analysis perspective is powerful involving complete and careful observation of social interests in the form of a cultural group, a community, an individual or an institution. This research design is hence ideal in getting a deep analysis of the process of implementation of strategy and the corresponding factors therein. The case study was used to understand the nature of strategy implementation process in National Hospital Insurance Fund.

3.3 Data Collection

Primary data was used in the study. The collection of data through interviews administration was through an interview guide and responses recorded in form of note taking. The interview guide was structured to capture the practices employed in strategy implementation and the factors that influence strategy implementation in the organization. The questions were open ended to encourage discussions and in-depth responses that would orient collection of relevant information, an important factor that was to be limited by a structured questionnaire.

The interviewees were to emanate from both top and middle management as their views on strategy management may be different. The top management to be interviewed will be the heads of departments from the Chief Executive Officer, Director of Operations & Quality Assurance, Director Finance & Investment, and Director Strategy Planning & Marketing. These are the key persons involved in strategy formulation and implementation of corporate strategy. The middle level management is the regional managers, branch managers, one from each of the regions of the organization, who are vital in operational level strategy implementation and interact directly with the customers. The target population was 20.

3.4 Data Analysis

Content analysis was used to analyze data. Krippendorff (1980) defined the analysis of content as a scientific procedure to make repeatable and relevant data inferences into their context. Content analysis is a purposeful method for condensing large amounts of text into fewer content categories based on coding. This then allows inferences to be derived effectively from the data.

Content analysis has the advantage of enabling systematic sifting through large volumes of data. It allowed discovery and description of the focus of an individual, group or institution. It was also useful in the determination of trends and patterns. All these factors enabled comprehension of the strategy implementation practices and factors affecting it.

Content analysis was supportive in establishing the strategy implementation practices of the National Hospital Insurance Fund by comparing the different responses on how the individuals are involved in strategy implementation. It also allowed an understanding of the strategy implementation process as viewed by the different interviewees. The factors influencing strategy were also established through the common factors identified by the interviewees as supportive or damaging to strategy implementation.

CHAPTER FOUR DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

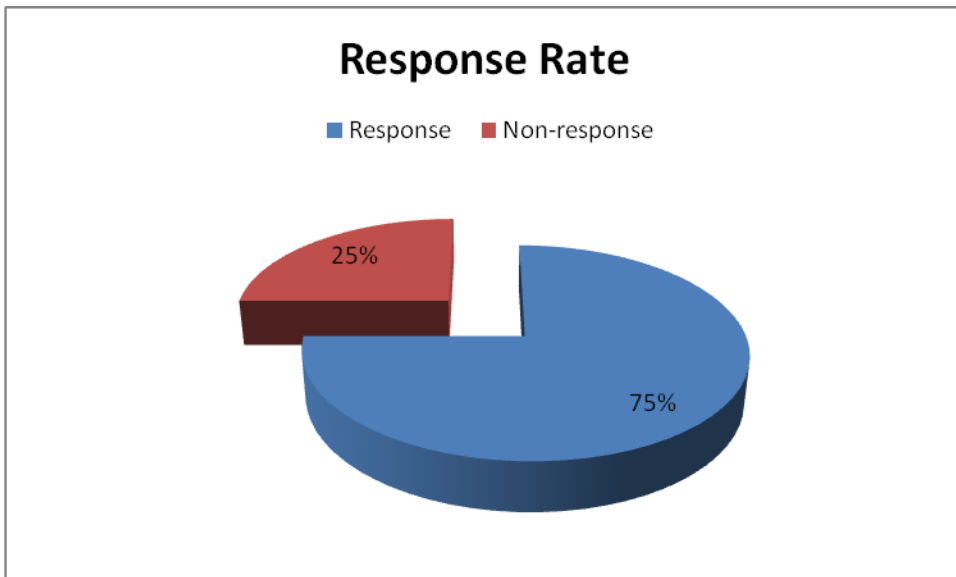
This chapter presents results, analyzes of data and discussions. Primary data were collected using a comprehensive management interview guide. The data were then analyzed by means of content analysis and the results were presented in accordance with the various themes.

4.2 Response Rate and Demographics of the Respondents

4.2.1 Response Rate

Of the 20 questionnaires so administered, 15 were returned and this represents 75% of the intended target. This was deemed fit for the study. Mugenda (2003) has a response rate of 50% for research and analysis; a response rate of 60% is good and a response rate of 70% and above is excellent. The response rate was considered excellent based on the assertion. This was presented pictorially as below

Figure 4.1 Response Rate

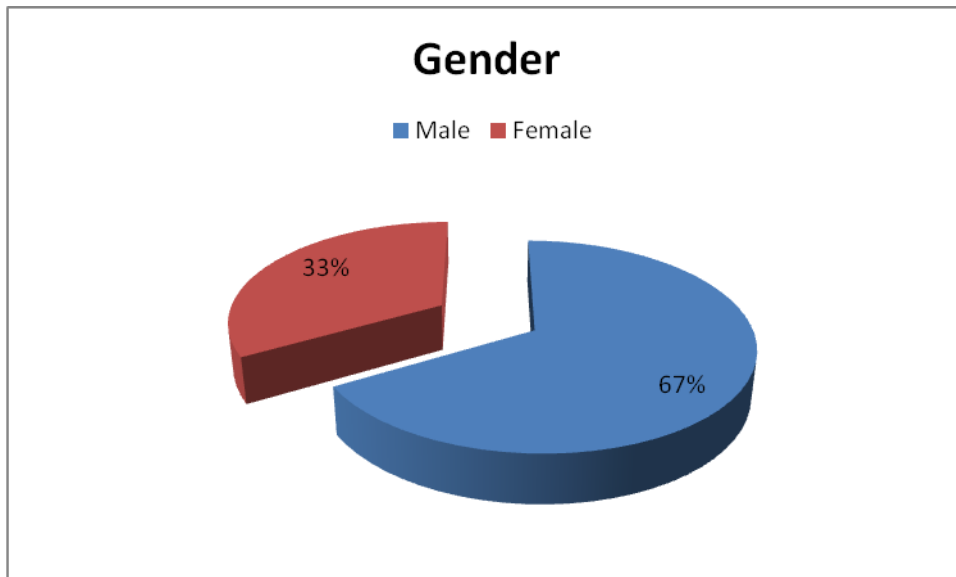


Source: Primary Data, 2018

4.2.2 Demographics

On the gender of the respondents, 10 of the respondents were male which represents 67% of the total and 5 were female which represents 33% of the total respondents. This was expected as there is a usual gender inequality in representation in Kenya. In fact this is in line with the legislation regarding to the gender two-thirds law. Pictorially the same was presented as below

Figure 4.2 Gender



Source: Primary Data, 2018

The experience (duration served in the organization) of the respondents ranged from 4 months to 17 years. Due to this it is an indication that the organization is experiencing low staff turnover and that the respondents were rich in knowledge about the trends and implementation of strategy that have occurred at NHIF.

The positions held by the respondents were varied from Managers (including Branch Managers) Regional Managers, Directors and Deputy Directors. These would imply that the respondents were well versed with the factors that influenced strategy implementation at NHIF. The same respondents spanned from diverse departments. These are operations, ICT, operations & quality assurance, registration and compliance. Majority came from the operations department. With the major departments represented in the study, this

instilled confidence in the researcher that the response will be from different departments who view the implementation of strategy differently.

4.3 Factors influencing the effective implementation of Strategic Change in National Hospital Insurance Fund, Kenya

The study asked interviewees various questions relating to factors influencing strategic implementation process at NHIF. Various responses were obtained. This was meant to indicate how implementations of strategic planning practices, amid major varied challenges are successful.

4.3.1 Organizational Structure and Leadership

On organizational structure and leadership the study sought to check whether the leadership guides the organization to deal with constant change. The findings indicated that indeed the organizational leadership guides the organization to deal with constant change. This includes appointment of change agents that work hand in hand with the employees towards communicating change and being good examples towards the same. The organizational structure is in such a way that allocation of tasks and duties are done with the implementation of strategic change in mind, these tasks might be new but they are communicated prior to prepare the affected personnel.

Respondents were asked to indicate whether leaders are involved in strategic change. The responses showed that the leaders are involved in the implementation of strategic change. Despite of communication of the change, the leaders provide a conducive avenue of the same, but re-aligning of roles and proper delegation of roles. The leaders at NHIF demonstrate a proper understanding of the strategy and its subsequent implementation. Also the respondents were asked whether the leadership in the organization monitor progress in the implementation of strategy, anticipates obstacles and takes corrective measures where necessary. The respondents felt that leadership at NHIF monitors progress in the implementation of strategy, anticipates obstacles and takes corrective measures where necessary, but they felt that the leadership could do better. This implies that what was being done was not sufficient to warrant implementation of strategy.

4.3.2 Strategy and Organization Resources

Concerning strategy and organization the study sought to ascertain whether there are resources that have been allocated in the organization for strategy implementation and whether they are adequate. The findings established that most respondents asserted that there are resources that have been allocated in the organization for strategy implementation. This demonstrates that the management has an understanding of the requirements of the implementation and thus necessitated the allocation of resources. However, the resources are not adequate. The staffs feel that the resources may not really be enough and managers' work with the available resources. This makes the resources to be stretched and therefore can be an impediment towards the implementation of strategy.

The respondents were asked whether the management was committed in strategy implementation and has a budgetary allocation for the same. The findings established that the NHIF management is committed in the strategy implementation and has a budgetary allocation for the same. The budget so allocated is good. Though at times competing interests may affect budgetary allocation and more can be done. These conflicting interests' amounts to organizational politics at times and thereby affects sufficient allocation of resources and budgetary factoring in and hence in turn would influence the overall strategy implementation.

4.3.3 Organizational Culture, Staff Motivation and Adaptability to Change

In regards to organizational culture, staff motivation and adaptability to change the study sought to find out whether the implementation of strategy was aligned to the organizational culture. The respondents were asked so. Most respondents asserted that implementation of strategy are aligned to the organizational culture. This is very important as the strategy implementation is in line with the values, beliefs and norms of the organization. This would make it easy for the implementation. The respondents are not sure about whether this is true in the organization. Therefore it can be construed to mean that they generally feel that the strategies put at the NHIF are somewhat not in line with the organizational culture.

The respondents were asked whether employees were rewarded accordingly. The findings established that the employees are rewarded accordingly at NHIF but within the

confines of the budget. The postulate that the rewards have to be within the confines of the budget implies there are checks and balances in place to make sure that there is no over spending or diversion of resources to cater for that which is not towards the implementation of strategic change in terms of rewards to staff. Some respondents felt that they were not rewarded accordingly but that situation is now improving. This shows that the management has seen the need to reward handsomely staff that work smart towards implementation of strategic change. Lastly, other respondents felt that they were not rewarded accordingly.

The respondents were asked whether corporate values in the organization provide an avenue to adapt to change. The responses established that at NHIF, corporate values in the organization provide an avenue to adapt to change. This was a general response for the respondents so interviewed. This shows that the values are not cast in stone and that cannot be changed or be used to accommodate new ideas towards implementation of strategic change.

4.3.4 Globalization and Technology

Under globalization and technology the study wanted to ascertain whether there had been introduction of new technology or upgrade in the organization. Also the respondents were asked to give examples if any. The findings established that there had been introduction of new technology and upgrade of the systems in the organization. There had been an integrated system upgrade. Some of the new technologies are acquisition of new servers, new payment systems eg M-pesa, E-wallets, Jambo Pay, USSD and Biometric registration of members and Electronic Document Management System (EDMS) which has led to less paperwork. As a process of automating the demographic information of the client NHIF has adopted a technology called Integrated Population Registration System (IPRS) where client information are captured in the system and issued with cards that can be used to positively identify the contributor when accessing benefits and this has enabled the organization to reduce claim rejections and cancellation arising from misrepresentation during settlement of claims.

The respondents were asked whether it was necessary to introduce/upgrade the technology. The results established that it was necessary to introduce/upgrade the

technology to adapt to the changing service environment (growth and new trends in technology) and increase efficiency. This was necessitated by the increase in member numbers. Also, this was to reduce medical insurance fraud cases and enhance service delivery. Some respondents asserted that these changes were introduced to reduce system downtime and new products.

The respondents were asked the impact of technological changes on employee performance. The results established that the technological changes have had moderate changes on employee performance. This change however is insignificant. The automation has greatly enhanced service delivery which has contributed to improved employee performance by increasing employee output. These changes have led to increased uptime.

4.3.5 Policies and Strategy

On policies and strategy the study sought to find out whether new policies acted as a communicator towards strategic change. The study found out that most respondents concluded that the available policies at NHIF act as a communicator towards strategic change. The policies available at NHIF were not fixed but malleable in the sense that they were futuristic and accommodated change along their way to adherence. In this way the employees at NHIF were prepared for future change and therefore with the implementation of strategy coming through it was not hard to embrace the same in the organization.

The respondents were asked whether there had been revision or introduction of new policies and rules governing the organization. The findings established that there had been revision or introduction of new policies and rules governing the organization. These were meant to communicate the new changes and provide a conducive environment for the implementation of strategy at NHIF. The respondents were further asked whether introduction of new rules and policies affects staff performance. The respondents asserted that the introduction of new rules and policies has affected staff performance by improving it. These rules gives controls, guidelines on operations thereby enhances performance. These new rules and regulations are not a total overhaul of the existing ones but are meant to provide a framework for the implementation of strategy and the accommodation of future strategies where need arises.

4.3.6 Political and Economic Factors

Another aim of the study was to find out whether strategy implementation had been affected by economic factors and also to provide an accompanying explanation. The respondents asserted that strategy implementation has been affected by economic factors. The organization is affected by economic downturn of the country. Budget availability is key and can be affected by inflation. This in turn increases the cost of production. The implementation of the budget and hence the strategy depends on the available resources. Operations are affected by harsh economic environment e.g restructuring and low revenue collection. This often leads to downsizing of the employees at NHIF. Due to high inflation retention of staff is affected. Cost of operation causes a great challenge to the implementation of strategy. The management has had to re-engineer products to suit the downtrodden in the society by providing a wide array of services (packages). Increase in products leads to an increase in cost and thereby increases the pay out to facilities. Previous slow revenue growth and collection of the revenue improved due to increase in benefit and monthly contribution by members and employers.

The respondents were asked whether the political factors had been taken into consideration when coming up with the organizational strategy. The findings were in the affirmative that political factors had been considered in coming up with the organizational strategy. The political climate cannot be ignored. The respondents were further asked whether the political climate had affected strategy implementation. The results showed that political climate had affected strategy implementation. This climate delays implementation. The organization has to be aligned with the political dispensation. The staff feel that they cannot visit other branches because of the prevailing political climate (hostile environment), this hinders the normal workflow and thereby the implementation of strategy. The organization has to align itself with the current political dispensation for optimum output and leadership stability. During an election year people hold back their funds due to uncertainty.

4.3.7 Environment and Legal Factors

The study on environment and legal factors sought to find whether external stakeholders were incorporated in the implementation of strategy at NHIF. The findings that external stakeholders are incorporated in the implementation of strategy at NHIF. Some

stakeholders are hostile towards NHIF, this is because some stakeholders are direct competitors and offer similar products to the ones offered at NHIF. The stakeholders that are incorporated, according to the respondents of this study are the staff, employers, hospitals, customers, regulators and the government. As they would give the way forward on coming up with new benefit packages, improving the existing and if need be drop the ones that may no longer be needed in the market.

The respondents were thereafter asked whether the implementation of strategy was in harmony with the existing business environment. The results from the respondents showed that not always is the implementation of strategy in harmony with the existing business environment. Some strategies are very ambitious and may supersede the existing business environment and sometimes may not be easy to fathom according to the staff at NHIF. This needs proper explanation and demonstration from the management that it can be achieved and thus can directly be done by everyone at the NHIF.

Finally the respondents were asked whether the implementation of strategy was legally tenable. The results established that the implementation of strategy is legally tenable as strategy is crafted within the applicable legal framework. The respondents felt that the laws need to change for effective delivery of services. This can be interpreted to mean that some laws of the country may be prohibitive to the operationalization of change at NHIF. Therefore changes needs to be done on the NHIF Act so as to compete with private insurance companies.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter focuses on summary of findings as highlighted in chapter four and presented based on objectives of the study and gives the conclusions and recommendations. The objective of the study was to determine the factors influencing the effective implementation of strategic change in NHIF Kenya.

5.2 Summary of Findings

The response rate was 75% and it was deemed fit for the study. The male respondents were 67% and 33% were female. The experience (duration served in the organization) of the respondents ranged from 4 months to 17 years. This mix was good for the study. The positions held by the respondents were varied from Managers (including Branch Managers) Regional Managers, Directors and Deputy Directors. These would imply that the respondents were well versed with the factors that influenced strategy implementation at NHIF.

The organizational leadership guides the organization to deal with constant change. This includes appointment of change agents that work hand in hand with the employees towards communicating change and being good examples towards the same. Leaders are involved in the implementation of strategic change. Also the respondents felt that leadership at NHIF monitors progress in the implementation of strategy, anticipates obstacles and takes corrective measures where necessary, but they felt that the leadership could do better. This implies that what was being done was not sufficient to warrant implementation of strategy.

In the strategy and organization of resources, most respondents asserted that there are resources that have been allocated in the organization for strategy implementation. This demonstrates that the management has an understanding of the requirements of the implementation and thus necessitated the allocation of resources. However, the resources are not adequate. The respondents asserted that the NHIF management is committed to the strategy implementation and has a budgetary allocation for the same. The budget so

allocated is good. Though at times competing interests may affect budgetary allocation and more can be done.

On Organizational Culture, Staff Motivation and Adaptability to Change at NHIF, most respondents asserted that implementation of strategy are aligned to the organizational culture. This is very important as the strategy implementation is in line with the values, beliefs and norms of the organization. Also the respondents felt that the employees are rewarded accordingly at NHIF but within the confines of the budget. The postulate that the rewards have to be within the confines of the budget implies there are checks and balances in place to make sure that there is no over spending or diversion of resources to cater for that which is not towards the implementation of strategic change in terms of rewards to staff. At NHIF, corporate values in the organization provide an avenue to adapt to change. This was a general response for the respondents so interviewed.

On globalization and technology, there has been introduction of new technology and upgrade of the systems in the organization. There has been an integrated system upgrade. Some of the new technologies are acquisition of new servers, new payment systems eg M-pesa, E-wallets, Jambo Pay, USSD, Biometric registration of members and Electronic Document Management System (EDMS) which has led to less paperwork. It was necessary to introduce/upgrade the technology to adapt to the changing service environment (growth and new trends in technology) and increase efficiency. The technological changes have had moderate changes on employee performance. This change in performance however is insignificant.

On policies and Strategy, Most respondents concluded that the available policies at NHIF act as a communicator towards strategic change. The policies available at NHIF were not fixed but malleable in the sense that they were futuristic and accommodated change along their way of adherence. There has been revision or introduction of new policies and rules governing the organization. These were meant to communicate the new changes and provide a conducive environment for the implementation of strategy at NHIF.

On the political and economic factors front, strategy implementation has been affected by economic factors. The organization is affected by economic downturn of the country.

Budget availability is important and can be affected by inflation. Political factors have been considered in coming up with the organizational strategy. The political climate cannot be ignored. Political climate has affected strategy implementation. This climate delays implementation. The organization has to be aligned with the political dispensation. The staff feel that they cannot visit other branches because of the prevailing political climate (hostile environment), this hinders the normal workflow and thereby the implementation of strategy.

On environment and legal factors, external stakeholders are incorporated in the implementation of strategy at NHIF. Some stakeholders are hostile towards NHIF; this is because some stakeholders are direct competitors and offer similar products to the ones offered at NHIF. The respondents also felt that not always is the implementation of strategy in harmony with the existing business environment. The implementation of strategy is legally tenable as strategy is crafted within the applicable legal framework. The respondents felt that the laws need to change for effective delivery of services.

5.3 Conclusion

The study concluded that there is indeed strategy implementation at the National Hospital Insurance Fund. The factors influencing the effective implementation of strategic change in NHIF Kenya are but not limited to; organizational structure and leadership, strategy and organization of resources, organizational culture, staff motivation and adaptability to change, globalization and technology, policies and strategy, political and economic factors and environmental and legal factors. There could be other factors that influenced strategy implementation but are not captured by this study.

5.4 Recommendations

From the finding it was recommended that the organization should allocate more resources towards strategy implementation as this would enable the full realization of the same. The organization should also reward the staff well with regards to strategy implementation. The staff also didn't find any link between technology and staff performance so the management and leadership should succinctly explain the same to all

and sundry. Since strategy implementation is a continuous process, there should be a committee that is constituted at NHIF, to oversee the implementation of strategy.

5.5 Limitations of the Study

One great limitation of this study was that the respondent being top and middle level managers, this made the respondents have very limited time to go through the guide due to the nature of their jobs and tight schedules. This made them to rush through the interview guide without a lot of care so as to cover all the questions extensively. But what was appealing is that almost all respondents seemed to have similar responses to the questions.

5.6 Suggestions for further Research

The study recommends that a similar study be done on the private sector institutions for the purposes of benchmarking since the operating environment has become very volatile following the high level of globalization effects on strategy implementation and also to establish how the implementation of strategy is taking place.

Further research can be carried out in the region on other health insurance funds in neighboring countries. This will enable the findings of this study be comparable to similar studies done. Other countries in the region have different dynamics and therefore varied results are expected.

This study, data was analyzed using content analysis. A similar study can be done and the data analyzed using quantitative methods to check whether there will be similar findings. It would be an addition to the body of knowledge in using a different methodology.

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www.nhif.or.ke; [The](#) National Hospital Insurance Fund

APPENDIX: INTERVIEW GUIDE

SECTION A: RESPONDENT'S PROFILE

- 1) Gender of the respondent Male () female ()
- 2) State the position you hold in the organization
- 3) Department
- 4) The number of years you have served the organization.....years.

SECTION B: FACTORS INFLUENCING THE EFFECTIVE IMPLEMENTATION OF STRATEGIC CHANGE IN NATIONAL HOSPITAL INSURANCE FUND, KENYA

1. Organizational Structure and Leadership

- a) Does the organizational leadership guide the organization to deal with constant change?
- b) Are leaders involved in the implementation of strategic change?
- c) Does the leadership in the organization monitor progress in the implementation of strategy, anticipates obstacles and takes corrective measures where necessary?

2. Strategy and Organization Resources

- a) Are there resources that have been allocated in the organization for strategy implementation?
- b) Are these resources adequate in the process?
- c) Is the management committed in the strategy implementation and has a budgetary allocation for the same?

3. Organizational Culture, Staff Motivation and Adaptability to Change

- a) Is implementation of strategy aligned to the organizational culture?
- b) Are employees rewarded accordingly at NHIF?
- c) Do corporate values in the organization provide an avenue to adapt to change?

4. Globalization and Technology

- a) On technological changes has there been introduction of new technology or upgrade in the organization, what are examples of this
- b) Why was it necessary to introduce/upgrade the technology?
- c) What was the impact of technological changes on employee performance?

5. Policies and Strategy

- a) Do new policies act as a communicator towards strategic change?
- b) Has there been revision or introduction of new policies and rules governing the organization?
- c) How has introduction of new rules and policies affect staff performance?

6. Political and Economic factors

- a) Has strategy implementation been affected by economic factors? Kindly explain
- b) Has political factors been considered in coming up with the organizational strategy?
- c) How has the political climate affected strategy implementation? Explain

7. Environmental and Legal factors

- a) Are external stakeholders incorporated in the implementation of strategy at NHIF?
- b) Is the implementation of strategy in harmony with the existing business environment?
- c) Is the implementation of strategy legally tenable?

.....**END THANK YOU**.....