

**EFFECT OF ORGANIZATIONAL DYNAMICS ON STRATEGY
IMPLEMENTATION IN THE HEALTH SECTOR OF MARSABIT
COUNTY**

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**A Thesis Submitted to the School of Business and Economics in Partial
Fulfillment for the Requirement of the Master Degree in Business
Administration (Strategic Management) of Kenya Methodist University**

NOVEMBER 2022

DECLARATION AND RECOMMENDATION

Declaration

This thesis is my original work and has not been presented for the award of a degree or any other award in any other university

Signature..... Date.....

Christine Godana

BUS-3-0092-1/2020

RECOMMENDATION

We confirm that the candidate carried out the work reported in this thesis under our supervision.

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DEDICATION

I dedicate this work to my husband Katelo, My Children Adho, Qabale, Adano and Gume for being the inspiration and encouragement in this academic journey.

ACKNOWLEDGEMENT

This research work would not have successful were it not for the contribution of some key individuals. First, I would like to Thank the Almighty God for his mercies throughout my up and downs. Secondly, my sincere gratitude goes to my Supervisors Dr. Nancy Rintari and Abel Moguche for their dedication and commitment to research just to make a success. In addition, many thanks to my family for being there for me in all times, more so the financial and emotional support. Without forgetting, to my Colleagues thank you for playing a key role in this research by way of guidance on matters research. To Kenya Methodist University (KEMU) fraternity feel appreciated for giving me the opportunity to explore and grow my career. To KEMU library thank you for being resources during literature exploration. To my Marsabit County especially the health sector, I am grateful for giving an ample time to gather data and for being hospitable.

ABSTRACT

Strategic plan formulation in public hospitals or even in other firms is a time and resource-consuming exercise. Shelving formulated strategic plans become a cost on its own. Therefore, the translation of strategic plans into action is the most critical stage that drives an organization towards harnessing the benefits of strategy implementation. However, strategic plan implementation is not a walk in a park since the requirement is that it helps to address uncertainties about the future. Typically, the idea of implementing strategic plans hampered by several factors that derail the entire implementation process in public hospitals or other firms in general. Conversion of strategic plans in all organizations is born because of challenges that may obstruct the exercise. Therefore, this study aimed at assessing organizational dynamics in the implementation of strategic plans counties health sector, the case of Marsabit County, Kenya. The study sought to achieve the following specific objectives; to determine the effect of employee management skills, organization structure, financial resources, and organization culture on the implementation of strategic plans in public hospitals in Marsabit County. The study targeted employees in health in Marsabit County who include; public health officers, laboratory technicians, medical doctors, nurses, pharmacists, and dentists. A descriptive survey research design was used in the study. A sample of 180 respondents were the key respondents picked from a target population of 358 using a stratified random sampling technique. The research used a questionnaire and interview guide as the main data collection instruments. The research analyzed data using a statistical package for social science (SPSS V.25). Based on the analysis, the data was analyzed using both inferential statistics and descriptive statistics. The study findings would of great relevance to the existing body of literature about organizational dynamics that influence the implementation of strategic plans. The data obtained from the study was presented through frequency tables, histograms, pie charts, and other useful diagrams such as bar graphs. The study findings revealed that employee management skills have a significant positive effect on the implementation of Marsabit County health strategies for management skills equip employees with the capacity to maneuver around challenges in converting policies into action. On the organizational structure, it was found to have a significant positive effect on the implementation of health strategies since a good organizational structure ensures flexibility and free flow of communication and information sharing for prompt decision making. Financial resource allocation was also found to have a significant positive impact on the health strategy implementation process for the acquisition of the necessary workforce and resources pertinent to the implementation process require financial resources. Sufficient allocation of financial resources is necessary for a smooth implementation process. Lastly, organizational culture is paramount in propelling the vision and the mission of the healthcare sector. A culture that is change is oriented, employee-centered, or values every stakeholder view is central to achieving competitive advantages for the organization. Consequently, reduces resistance to change and allows smooth implementation of strategies.

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LIST ABBREVIATIONS

HRM	Human Resource
KCHS	Kenya Community Health Strategies
KDHS	Kenya Demographics of Health Surveys
MCH	Maternal Child Health
RDT	Resource Dependence Theory
SCT	Social Cognitive Theory
UDHHS	US Department of Health and Human Services

DEFINITION OF TERMS

Employee Management Skills: Employee management skills is defined in this study as the abilities and knowledge that are relevant in decision-making and affecting action in an entire organization (Hull et al., 2016)

Financial Resources: These are the assets of the organization that are utilized to help the firm grow, such as paying workers, procuring supplies, and implementing strategic plans.

Organization Culture: According to Chatman and O'Reilly (2016), organizational culture is defined as a collection of shared values, expectations and practices that give direction and unit of purpose to teams in organization set-up.

Organization dynamics: In this study, organizational dynamics refers to factors that influence the implementation of strategic plans in an organization (Bakker & Leiter, 2017).

Organizational Structure: Solaj et al. (2016) refer to organization structure as a method that allows workflows through an organization. It facilitates easy communication and teams to work together with the goal of accomplishing company goals.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Strategy implementation plays a central role in propelling organizations towards the attainment of the organization's mission. In the absence of strategies, organization goals are highly unlikely to see the light; or rather, the intent remains to be vague (MacLennan, 2012). In as much as the process of strategy formulation is not a walk in the park for all forms of management teams, making a strategic plan operation is not an easy task as well. A series of potential aspects are likely to affect the operationalization of the strategic plans (Brown et al., 2018).

In today's world, business success is entirely dependent on the development of unique strategies that are critical and sufficient to lead a firm. The success rate of an organization is largely dependent on the operationalization of specific and unique strategies (Karami, 2012). However, there has been a high rate of failure in terms of strategy implementation and is attributed to several factors including leadership style, employee acceptance, and information accessibility, uncertainty about the future, organization structure, human resource (HR), resource, and technology. All these factors affect each level of the organization differently (Rajasekar, 2014). Converting strategic plans into explicit activities is crucial during strategic plan execution. The process demands that managers should decide or rather delegate appropriately how they want it run. In addition, it requires that teams pay attention to the uncertainties related to strategic plans to eradicate the impediments to their implementation.

Several potential factors that put strategic plan execution at stake are if not addressed in time and appropriate manner put forth by several studies. According to Feldberg (2014), articulates that one key factor to a successful implementation of strategic plans is communication in that it's key to acquiring people's engagement and lowering potential uncertainties in the organization's activities. Kong et al. (2020) adds by positing that communication acts as the lifeblood in an organization and without it, there is a likely strain in the relationship among stakeholders and as such, organization's needs halt performance.

Findings of a study conducted by Holbeche (2018) mirrors the finding above by noting that communication is very central to initiating and nurturing change culture for the benefit of the organization. Furthermore, communication ought to be a mainstay instead of a one-time activity, and it must be sought through multiple channels that leadership deems appropriate to access an organization's employees. Yilmaz and Flouris (2017) has asserted that many enterprises fail to implement large parts of the techniques they develop due to ineffective communication from leading figures, demoralized workforce, and a level of employee engagement in planning process, and that Human resource motivation is essential to the policy's success.

In other studies, the researcher has put forward that organizational structure is very pertinent in creating a supportive environment for the implementation of strategic plans. A strategic plan's execution is defined as how an organization should build, manage, as well as integrate organizational, controls, and cultures to follow processes that lead to a competitive advantage and superior performance. The organizational structure assigns delegates to specific value-creating tasks and responsibilities, as well as how these endeavors and jobs might be linked to improve

efficiency, quality, and effectiveness and client retention, which are the foundations of a competitive advantage (Ombeta, 2018). In any case, the organizational structure is insufficient on its own to compel employees. An authoritative management system is also required. This management framework offers supervisors persuading motivators for employees, as well as input on delegates and firm execution. The term "hierarchical culture" refers to a specific set of shared characteristics, belief systems, norms, and perceptions. (Ndururu, 2019).

The implementation of a strategic plan is a pragmatic process aimed at living up to the organization's vision and mission. Strategic plan implementation is demanding in terms of resource requirements and time-consuming in that it involves turning strategic plans into actions. Hence, stakeholders are very critical in leading organizational change, people involvement and motivation, building capacity and competencies, creating an enabling environment for meeting performance targets (Chebbi et al., 2020).

A study conducted on American corporations cite organization culture as key factors in operationalization of plans. This is so when an organization has a supportive culture that is the value system, principles that shape the new strategy execution (Predestine & Legal, 2013).

In Iran, Ahmadi et al. (2012) recognizes that there is significant relationship between organization culture and putting strategies into action. This was evident in Iranian Banks.; Kalali et al. (2013) join the discussion by adding that public health care suffers the most because of its complex structure, lack of operational frameworks. He further adds that the context and content of the formulation of the strategic

intents may not be aligned to the current and persistent ills that befall the health care sector.

In Canada, Alharthy et al. (2017) is of the view that poor communication of strategies is the factor step of failing to put strategies into action. They further stated that lack of clarity and poor linkages of set budgets are largely linked to failure of strategy implementation

In Malta, Camilleri (2018) notes that a strategic plan execution involves evaluation of what the business can exceedingly do well, give an organization an edge in terms of market, and brand in given organizational setting and achieving financial goals and strategic performances. However, there are a myriad of factors that can potentially, influence the conversion of blueprints into an operational plan ranging from internal factors and external forces and strategic plans themselves.

In India, Kant (2021) posits that the idea and practice of executing strategic plans is one thing that has been embraced by the organization across the world and a variety of industries due to its perceived incredibly huge impact on organizational effectiveness. Both the private and public sectors are paying close attention to the practice of converting business strategies into actions in order to just provide organizations with direction.

In Pakistan, Mackenzie (2011) investigated the barriers to effective strategic plan implementation in the public healthcare system by utilizing exploratory and confirmatory models. The model identified lack of leadership style and lack of matching staff capabilities and achievement and support to individual intellectual

capabilities among the central factor that leads to failure of translating plans into actions in the hospital environment

In Namibia, Shopati et al. (2018) criticizes the governance structure of the health care system by arguing that ineffective governance structure has adversely affected hospital management decisions and capacity as they lack absolute power to carry out the function of making key decisions that are aligned with the needs of the citizens. Bryson (2018) supports the view by adding that public health care as a social organization has been seemed to struggle to actualize strategic plans since it is characterized by complex and complicated organizational structure and faced with pressure from interest groups and internal politics.

In Tanzania, Salum (2018) on the factors affecting strategic plan implementation on executive agencies, acknowledges that most of firms including giant firms cannot sustain competitive advantage in spite of having a robust strategy formulation this is due to hurdles of strategy actualization.

In Kenya, Mathore (2016) identified an employee as an indispensable component that drives the success of any form of the organization. Mathore describes those human resources as a crucial element in driving harmony in functions towards the achievement of organization goals. Further adds that it took Diamond Trust Bank intensive and extensive employee training and development to overcome the challenges of having to operationalize the documented plans. From his study, it's noted that human resource competence eradicates the resistance to change and makes strategy implementation an easier exercise. A study by Wanjiku et al. (2018) on determinants of strategy operationalization in hospitals at the fourth level

categorization in Nakuru County Kenya. Agrees with Mathore's viewpoint by adding that there is a correlation between organizational structural system, communications networks, allocation of resources, human resource management (HRM), and implementation of the strategy. Thus, it is essential that they be given maximum attention allow conversion of decisions into action as far as health care service delivery is concerned. Maternal Health Care (MCH) is one the most affect service when there is a failure of strategic plans implementations.

Kenya Demographics of Health Surveys ([KDHS], 2020) reports that strategic plans implementation is key among the ambition to ramp up and sustain investment opportunities in community health and are anchored on unique domestic resource mobilization strategies. Kenya Community Health Strategies (KCHS, 2020) adds attachment failure of strategic plans implementation is the main cause of the diseases ailing the health care system.

In other researches, findings indicate that strategic decision needs funding for them to sail through, further noted that organizational units require adequate financial and resource frameworks to carry out their mandate in terms of the strategic plan effectively and efficiently. A study backs up the findings, articulates that insufficient funding and resource allocation slows progress and limits the abilities of organizational units. Too much funding, on the other hand, expends organizational resources and reduces financial performance.

As a result, strategic planning should be forward thinking and take such factors into account in order for strategies to sail smoothly in organizations. The purpose of this

research is to identify the factors that influence strategic plan implementation in public hospitals in Marsabit County.

1.2 Statement of the Problem

Globally, strategic decision plays a central role in propelling any kind of organization to live up to the organization's mission and vision. However, this remain uphill for most of organizations if not all when execution moments call. It is worth noting that that strategic plan formulation is a very expensive and demanding exercise as far as resource consumption is concerned and no organization can afford to shelves them. Strategic plan formulation is demanding in terms of time-consuming, and resource consumption, most of the strategic plans have remained paperwork. A strategic plan is a game-changer in the face of competition and earning a competitive edge in the market environment. Successful operationalization of a strategic plan strengthens a business. However, implementation is much chaotic and can even lead to the extinction of the organization. Despite of the immense benefits that come with the implementation of strategies, many of the organizations strategic decisions do not actualize or see the light of the day due to several organizational dynamics. Health sector is an indispensable component in the modern social structure as well as economy. Failure to actualize strategic decisions by Ministry of Health (MOH) would lead to crumbling of health system. The implementation of strategies is also critical to the achievement of health policies outlined in the Vision 2030 Blueprint. It is only 8 years away, and achieving it by 2030 will be difficult without a thorough examination of implementation challenges.

In Iran Esfahani et al. (2018), attribute the high rate of strategic intents failure in the health sector to insufficient operationalization, as the stakeholders do not carry out

enough analysis of the strategies to determine their viability as well as sustainability of the same. In addition, he further links the trend to organization structure, organizational culture, employee management skills financial resources. Raj (2018) research retorts that strategic intents implementation difficulties emanate from ineffective leadership. He adds that leadership that does not motivate, nurture, and mobilizes resources towards the achievement of the common good is the key factor failure of strategic plans in an organization. Another study by Miller (2017) supports this view by delineating several key triggers of strategic intents implementation failure, including leadership, monolithic culture, and inappropriate skills, and lack of political goodwill, and structural bottleneck.

In the healthcare strategy formulation and implementation is equally critical. Failure to put into practice key policy frameworks in the health sector might be catastrophic. Strategic plans play a critical role in health care system preparedness to address health care issues and even determines states' preparedness in case of pandemics. Therefore, this study assessed the factors that influence the implementation of strategic plans in public hospitals in Marsabit County.

1.3 General Objective

The general objective of the study is to determine the effect of organizational dynamics on strategy implementation in the health sector of Marsabit County.

1.3.1 Specific Objectives

The specific objective of the study as follows:

- i. To determine the influence of employee's management skills on the implementation of strategic plan of Marsabit County health sector.

- ii. To establish the effect of organizational structure on strategic plan implementation of Marsabit County health sector.
- iii. To explore the effect of Financial Resource allocation on strategic plan implementation of Marsabit County health sector.
- iv. To establish the effect of Organizational culture on the implementation of strategic Plan of Marsabit County health sector.

1.4 Research Hypotheses

The null hypotheses were as follows:

H₀₁ Employee Management skills has no significant effect on the implementation strategic plans of Marsabit County health sector.

H₀₂ Organization Structure has no significant influence on the implementation of strategic plan of Marsabit County health sector.

H₀₃ Financial resource has no significant impact on the implementation of strategic plans in of Marsabit County health sector.

H₀₄ Organization culture has no significant effect on the implementation of strategic plans of Marsabit County health sector

1.5 Significance of the Study

Strategic plans remain as the paper is a waste of resource and time therefore the study would particularly be important in steering stalled projects into implementation as the study would shed light on the key drivers to the operationalization of strategic intents. In the light of these study findings, the Health care sector would be in a position to evaluate impediments to strategic plan implementation and lay a proper structure that would address the hindrance to

effective implementation of the healthcare tailored strategies. The hospital stakeholders stand a chance to gain in terms of revision of their structure and culture into a strategic supportive environment. This would be particularly on the capacity building would be fundamentally important in times of pandemics and unforeseen emergencies. Additionally, the study would lay a foundation and basis of arguments for future researchers.

1.6 Limitation of the Study

1.6.1 Limitations

According to Rahman (2020), limitations are characteristics that influence the interpretation and conclusions of the study findings.

The researcher is likely to experience challenges during the material day for data collection. The kind of respondents the study targets in most cases have a tight schedule and thus may lack time to respond to the research question. In such a situation, the researcher sought permission in advance from the hospitals of interest management and county public health office. Furthermore, the researcher self-administered questionnaires by the method of “drop and pick” at some intervals to allow the respondents to arrange to respond to the research questions. Another likely, challenge were encountered is an unwillingness or rather the respondents may treat the research with malice hence refusing to respond or may give misleading information. This challenge was countered by first the researcher explaining the importance of the research to respondents and assuring them of their privacy and utmost confidentiality of the data that was obtained

1.6.2 Delimitations

The study confined itself to studying effects of organizational dynamics influence strategic plans implementations in public hospitals in Marsabit County. The objectives that were studied included employee management skills, organizational structures, financial resource allocation and organization culture as well as government policies on strategic plans implementation.

1.7 Scope of the Study

The scope of the study is described as the bounds under which the study problem is, explored. Scope of the study is limited to the general purpose of the study, population of interest or sample size, duration of the study, and geographical location of the study (Wiersma, 2011). The study aimed at assessing factors that influence the implementation of strategic plans of counties a case of Marsabit County. The study four objectives including to the effect of employee management skills, organization structure, budget allocation, and communication. The study targeted hospital management and employees in Marsabit county public Hospitals. The approximate sample was 108 health practitioners comprising of 65 Public Health officers 54, Laboratory Technicians, 25 Medicals doctors, 150 Nurses 28 Pharmacists and 36 Dentists. The study was conducted for a period of one month to starting from 1st September to 30th September 2021.

1.8 Assumptions of the Study

The study was based on the assumption that the target population were cognizant of strategic plans and their impact on the organization because of the non-operationalization of the strategies.

The research also assumed that respondents gave honest and true answers as far as organizational dynamics influencing strategic plans implementation in the county.

Additionally, the study presumed that findings of the study would be a reflection of what happens in other counties under similarly.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focused on the major sub-heading such as the empirical and the theoretical frameworks. In addition, it encompasses on the theoretical approaches that is the relevant theories that touches on the topic of study. As a result, the chapter's prime aim was on review of related literature that included some good resources that mattered in a variety of ways. The chapter further explores on the state of implementation of health strategic initiatives within the Ministry of Health, a theoretical examination of strategic planning, conceptualization, and an empirical review were all topics covered in this chapter's exploration of various publications on strategic plan implementation.

2.2 Theoretical Review

The theoretical literature considers the related facts regarding the factors influencing strategic plan execution in public hospitals. This line focuses primarily on the important theories and other useful paths. The process of analyzing an organization's micro and macro environment, making a decision on a mission and vision statements, developing ultimate objectives, generating and choosing broad methods of achieving, and allocating funds to accomplish the organization's goal is referred to as strategic planning (Mohammed et al., 2017).

The goal of strategic planning is to harmonize organization's processes with its surroundings, ensuring its continued existence and efficiency. It necessarily requires that an organization continuously monitor its micro and macro environment for

changes that may necessitate the modification of existing strategic and operational plans or the development of new ones entirely. The strategy is a set of choices about how to set up the organization's resources in response to the environment's needs, risks, opportunities, and constraints in the context of the organization's history (Opano, 2013).

Strategic planning is a form of action-oriented planning that is only beneficial when it linked to effective execution, which is typically, where the process fails. (Schäpke et al., 2018). Government representatives could neglect to link their strategic planning initiatives to other important decision-making procedures. One of the most vocal opponents of strategic planning is Laski and Pearson (2017) who emphasizes how frequently planning activities in businesses are separate from performance monitoring and resource allocation. Although more public authorities have endorsed organizational methods, it is unlikely that they would yield the expected effects unless they are combined with mechanisms for financial planning, evaluation, and performance management (Sun & Van Ryzin, 2014).

2.2.1 Social Cognitive Theory (SCT)

This theory is put forward to help describe the effect of one's life experiences, the doings of others, and, to some extent, environmental exposures on one's health behavior patterns. Considering the topic of study, this theory plays a significant role as the aspects such as the experience, actions and some environmental factors addressed by the theory closely relate to the implementation of the strategic plans. From the theory, there is a room for opportunities in achieving behavior change. For instance, social support is very critical and instilled through aspirations,

consciousness, and the use of learned behavior and other reinforcement Therefore, from the components incorporated in the theory, it is possible to achieve the implementations touching on the strategic plans as these components forms the basis of the theory (Kwahk & Park, 2016).

Starting with self-efficacy, which refers to the extent, and belief to which a person has authority over and can accomplish a behavior. From the setting of the study, this component is of significance as it allows an individual to make decisions basing on the beliefs that there is a possibility and the sense of control, which gives individuals freedom to execute any of their actions. Usually, before the formulation of the ideas regarding the implementation of the strategic plan, the sense of believing on the possibility and the power of control will always matter (Mauer et al., 2017)

Behavioral capability is another component, which means a sense of understanding and having the skills to perform a behavior. From the angles of study, the implementation of the strategic plan is treated as a behavior and thus the concept would closely relate to the fact that skills are needed to perform the action. Therefore, with the help of the theory, it is possible to develop an understanding and skills to allow the implementation of the strategic plan, which for this case is treated as a behavior (Mahmood et al., 2019).

The social cognitive theory also incorporates the concept of expectations that refers to the mind of the outcomes of the change in a behavior. Therefore, from the line of the strategic plans, the implementation is like the change whose expectations kept in

place. Now from the implementations of the strategic plans, there is a sense of outcome, which should follow the process (Chang et al., 2014).

In addition, the implementation of the strategic plan greatly depends on the self-control which is a key aspect addressed by the social cognitive theory. From the settings of an organization or a firm, there is nothing important as the sense of the self-control, which enables the manager, take some crucial steps with the sense of regulating and monitoring individual behavior (Dezbankhan et al., 2021).

In addition, the social cognitive theory helps to address the components of reinforcements. With reinforcement, it refers to the promotion of incentives and rewards that encourage behavior change. In an organization, there is a great impact on reinforcing the processes of the organization by involving the employees in the programs of incentives and other means of promotion in order to boost the morale of the employees. In the event of promoting the strategic plan through implementation, incentives and promotions are considered. Because this will allow employees to open-up and prepare for the process. Simply put, employees are always eager to contribute when provided with incentives, and they will feel compelled to assist in improving the organization's operations. United States Department of Health and Human Services ([UDHHS], 2018).

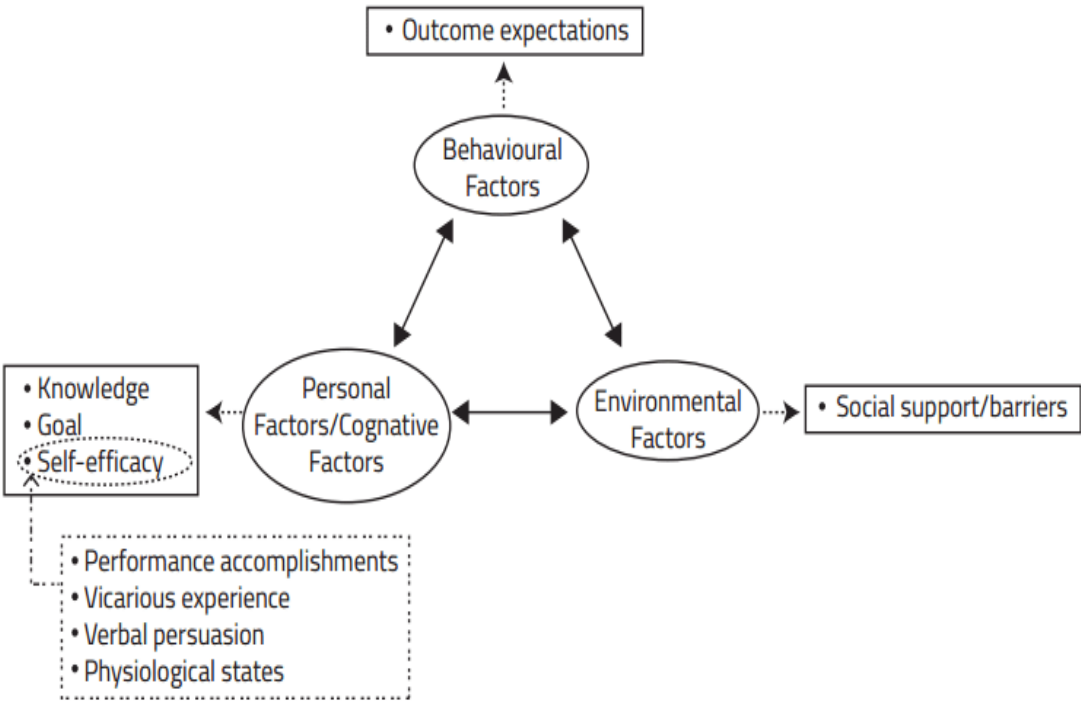
Finally, the social cognitive theory borrows from the observational learning that an organization may incorporate since there is a need to watch or observe the outcomes of other models put in place to explain the hidden facts. Usually, before putting some ideas into place, it is important to survey other institutions that will help in gauging how effective the change or implementations are in respect to some

objectives that they wish to attain. For this case, the sense of observing the outcomes of other organizations' plans will help in giving directions on the implementation of the strategic plans.

However much this theory helped in supporting the topic of study, to some extent it failed, as it never included the factors that may lead to behavioral change in any setting. In addition, the sense of interaction that usually exists in many cases though vaguely explained well by the theory. Therefore, the study had to borrow from other theories that incorporated almost every aspect of the study topic.

Figure 2. 1

Socio-cognitive theory



2.2.2 Resource Dependency Theory (RDT)

The theory based on a principle that states that for an organization or a firm to be successful, it must engage in transactions with other actors in its environment so that it can acquire some of the important resources that aid in its operations. In an organization, there is a need for some resources so that the processes of the firm can always be as expected by the management. However, on another level, the resources required may be scarce or under the control of other bodies, something that leads to the dependency of the firm on other actors (Abbott & Snidal, 2013).

For this case the organization adapt by attempting to alter their environment so that they can get the access to the resources. Therefore, the organization tries to incorporate the changes through the help of implementation in order to get the necessary resources. The idea of the strategic plans will help the organization to get the necessary resources that may be required hence the theory will closely touch on the implementation of strategic plans as many organizations seeks to reach the resources.

Most organizations are dependent on the external environment, especially when it comes to the utilization of some helpful resources that aid in the processes and activities within the firm. To some extent, the firm relies on other organizations through cooperation in order to have access to their different strategies or plans. From a better angle, an institution is always productive with the help of other related firms that work closely to ensure that the internal processes achieved and that the goals or targets met through the various plans and steps.

Today, the concept of dependence is widely spread when it comes to the line of business of a given firm or organization. Through the incorporation of this concept,

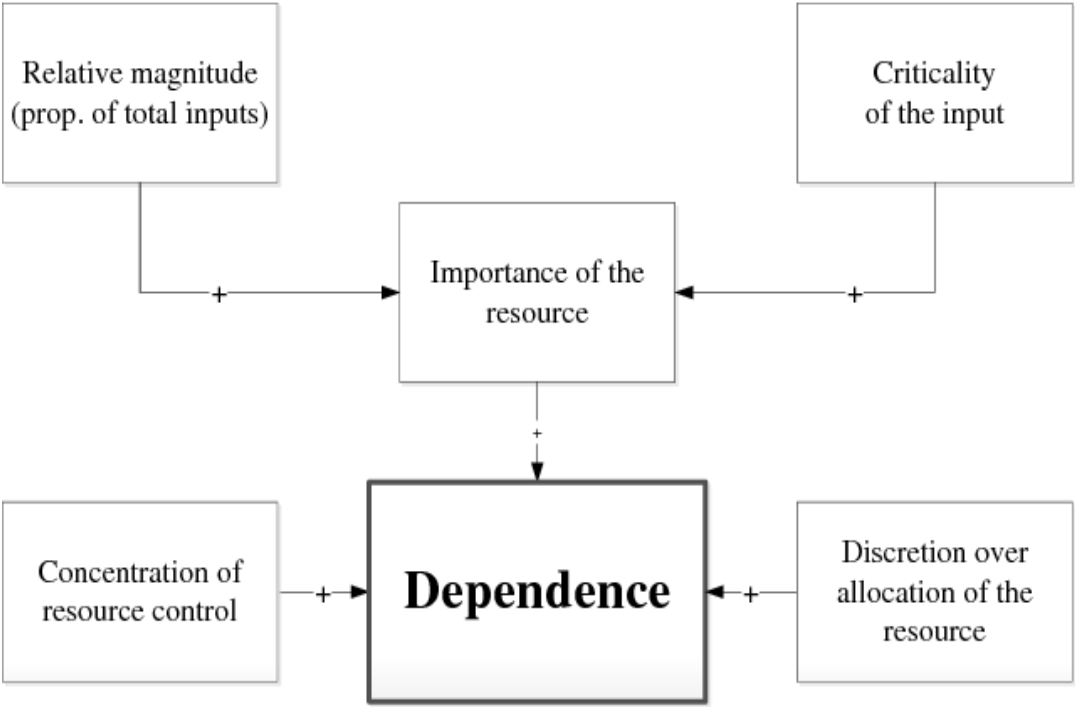
it has been possible for most of the firms that are around. From the prevailing factors that may influence the activities within a firm, it is logical for the firm to ensure that they develop a sense of implementing the strategic plans to ensure that no further problems incurred. Usually, the public hospitals are one of the major organizations that would call for integration with other firms when it comes to the line of distribution and supply of the various products and equipment. In a hospital setting, it is a requirement that the various equipment ordered from other medical institutions or firms, such as needles, syringes, water bottles, and other helpful items that usually aid in the operations of a hospital. For a hospital, the expectation is that every medicine brought in time to facilitate that process. On the other hand, it should be clear that no hospital produces their own medicine, hence the need for dependence on other medicine manufacturing industries or companies such as Merisel that allow for the supply.

Considering this state, the public hospitals depend, to a greater or lesser extent, on the various manufacturers or institutions for some basic products and equipment. From this line, it is clear that a hospital cannot operate as a stand-alone institution, hence the sense of dependence. Additionally, the theory is mainly on the various resources that add impact to the firm. Therefore, the firm will ensure that through its dependence, it will be possible to facilitate various operations within the firm. In most of the public hospitals, there is an increased demand for the dependence theory to be in effect, following the fact that there is always an intense need for various resources and materials to aid in the processes. Further, the implementation of the strategic plan will call for teamwork not only among the coworkers but also with the institution. For an effective implementation of the strategic plan, there is a necessity

for the mobilization of various materials in the form of resources; hence, the ideas will always borrow from the resource dependence theory, which usually supports the acquisition of resources from various firms or institutions. Therefore, it is clear that with the help of the resource dependence theory, it is possible for an effective implementation of the strategic plans amongst the public hospitals.

Figure 2. 2

Resource dependence theory model



2.2.3 Systems Theory

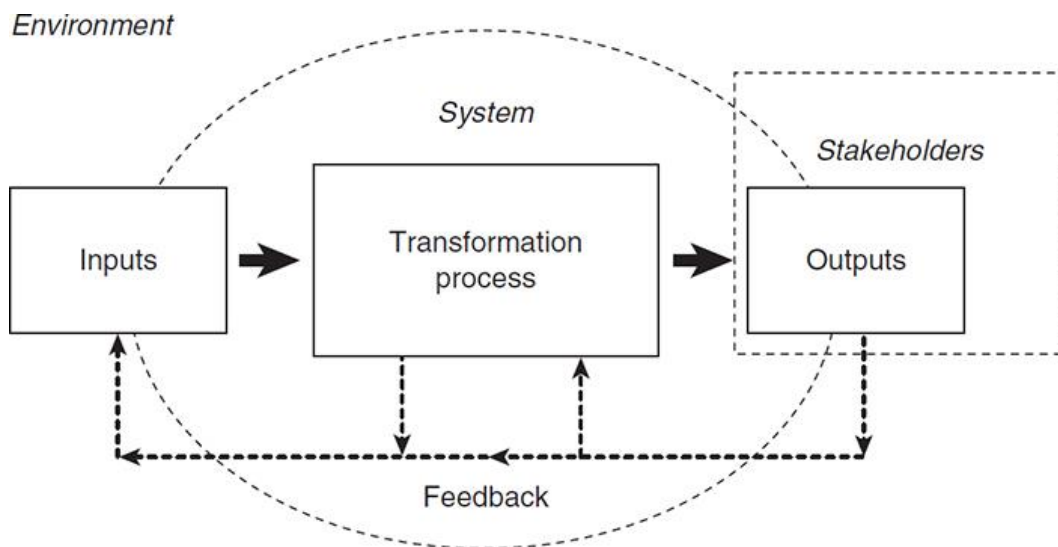
Considering an organization from the angle of it being an open social system, then there is need of interaction with the environments for the basis of survival. Following the system theory that states that any organization viewed as an open social system that interacts with its environment in order to survive. Therefore, the

"survival" bit will refer to the prosperity of an organization through the incorporation of other implementations needed.

Systems take information or resources from their surroundings (Athanasopoulou and Selsky, 2015) which is then converted into a throughput, and the output is released into the environment with the aim of achieving environmental balance. The system then seeks feedback to determine whether the output was successful in reestablishing equilibrium. As observed, the system concept focuses on the means employed to achieve organizational sustainability, with an emphasis on long-term objectives as opposed to short-term goals. In theory, systems is classified as open or closed. In closed systems, there is no exchange of information, energy, or resources with the immediate environment, unlike in open systems. On some levels, there is no clear information that can state the difference that exists between a closed and an open system since the systems can both be discussed in terms of their level of sensitivity to the external environment. From the implementations of the strategic plans, there is possibility of a balance within the organization. System theory holds water in this study, as it emphasizes the need to work together as a system in pursuing implementation objectives. Effectiveness in strategic plan implementation would be realized if all separate entities and processes worked in unison.

Figure 2. 3

System theory model



Summary

Therefore, from the aspects put into consideration by the social cognitive theory, it is possible to bring to attention how the management skills, which incorporate experience, influence the strategic plans implementation.

In addition, the resource dependency theory is of significance since the relationship of the firm to the respective environment can be of relevance to the objective of the study. Since the study aims at determining the influence of organization structure to the strategic plans implementation, the theory bridges the role of organization structure through the sense of other organs or firms in promoting another firm referred to as dependency. In a broad sense, before the implementation of strategic

plans, the requirement is that other individuals get to agree with each other that is dependency.

Finally, from the sense of the system theory, there is some relevance as the study aims to determine whether the strategic plans implementation depends on some government and rules. Therefore, it means that the sense of open system revealed from the fact that government rules and policies are like the systems or creates some environment. Furthermore, system theory emphasizing the relevance of the environment to a company, there is typically some culture that best explains the environment, which can help to bridge the influence of the organization culture to the strategic plan implementation.

2.3 Empirical Review

Strategic plan implementation as defined by various scholars as the act of put into action the formulated plans. This has proved be a very difficult task for many organizations across the world. It's evident that for many organizations strategic plans are dusted in the shelves for many years without being operationalized this has been attributed to several factors that bring to a halt implementation of policies across all sectors including Health care sector.

Shisia (2018) articulates that at the midst of changing technology, organization need to have in place news ways and development programs of building employee capacities at workplace. A series of studies has evidenced that developing and nurturing employee talent, it is a platform for them to drive a certain competency level with workplace requirements. Kumar et al. (2013) back the findings by adding that structured development that focuses on continual improvement is critical in

enabling employees to grow skills and competency as demanded of them by the organization.

Wairimu and Theuri (2014) focused on the importance of having employees involved in process. They assert that employee involvement directly operationalizing policies gives them a sense of their view being valued and some of control over their work. This critical as they learn to acclimatize with the new set of rules and change in technology. Also, this key to eroding resistance to change by employees as they slow transition from one particular way of doing things to new ways. Larivière et al. (2017) concurs with findings by positing that participatory kind of leadership allows employees have a role in decision making since employees in most case have a direct contact with client as well as they are in touch with reality.

Organization structure described as a method in which an organization should adopt to create, use, and combine reporting relationship, system controls, and a culture persuasive of methodologies that brings about competitive edge and a bigger performance. Hierarchical structure distributes unique worth generating undertakings and assignments to the workers as well as how the assignments and executed in order to boost effectiveness, quality, and consumer loyalty the mainstays of upper hand. However, organization is not adequate in itself to spur the employees.

Grant (2016) reports that structural challenges arises when organization design not aligned to strategic plans. He further adds that a misfit design and structure is the downfall of the organization as it stands to lose much resource in the implementation of the misguided strategic plans. Findings by Munene (2020)

correspondents to the one put forth by Oakum which states that strategic plans should be formulated in the light of supportive organization design if at the strategic should see light of the day others much resource would be lost.

2.3.1 Organizational Structure

The hierarchical arrangement of individuals or members of a corporation or organization are referred to as organizational structure. The arrangements involve positions that are arranged in some sequence and can be described as being from top to bottom or vice versa. There is always a flow of communication. In terms of important information that may be required from one stage to the next at all levels of an organization. Organizational structure, according to Keyes (2016), will always play an indirect role in maintaining the successful coordination of activities within an organization. Strategy plan is implemented in accordance with management's wishes, the measures laid out to achieve a goal, the essential materials, or resources must be available.

Enterprise organizational structures arose to facilitate decision-making. Business organizational structures arose to facilitate decision-making. The basic organizational chart shows how power is distributed, starting with the chairperson, Director, and other corporate officers because they establish the company's goals and vision. Under the management level, supporting layers of managers are obligated to execute such goals in their specific designated areas or rather departments which are aligned with proper information flow from the management team (Schermerhorn, 2020). The rationale behind organizational structure to enhance business efficiency started late nineteenth century by Max Weber who reviewed reliance of capitalism on bureaucracy. Companies utilized organizational

structure to enhance efficiency in the early twentieth century by encouraging specialization in the firm and head of departments who took charge of the specialized areas. Because of the then cutting -edge theories of organizational structure, Henry Ford advanced his assembly - line methods (Scott, 2015). Decision makers are assigned to each unit of specialization who were theoretically best suited to understand the unit's needs and problems. This allows for the integration of performance data enables the management to obtain pertinent information for the purpose of goal setting and championing of vision and mission of the organization. This in turn do away with the company details and only avails the output of operations to the management team.

2.3.2 Employee Management Skills

Fernandez and Rainey (2017) posits that for any organization, there are requirements for the basic and also the special skills that allows for easy management of the processes. Therefore, the employees should play a significant role by observing on some of these skills to allow management. Before the idea of implementing on the strategic plan, it is advisable that you gauge the skills of the employees in terms of how fit they are when it regards the line of management. Another study by Afuah (2020) adds that for the case where the employees are equipped with the skills such as the communication skills, leadership skills and have the minds of creativity, it will always be easy to make a new run hence, it will possible to make implementations on the strategic planning in any organization. In addition, since a group of employees may turn to play a significant role because of integration of the skills from either side, it is better to embark on the implementation of the strategic planning with the help of the various employees who may be having the key

management skills. As a manager, you should be keen when hiring an individual to serve the organization since what the employee will be coming with really matters.

Pearce (2017) backs the findings by report from an organizational setting; there is nothing as important as the role that the employees normally play. Therefore, it is important to take note of the managerial skills that the employees do have. From a particular angle, an organizational growth closely depends on the provision of the employee. From the factors that influences the implementation of the strategic plan in public hospital, employee's management skills are counted as its impact is felt at both corners. First, from the strategic plan, it concerns the employee because of the managerial skills and any other approaches that the employee may be coming with. Any firm must have outstanding and effective managers to be successful and achieve its goals and objectives. The mission, vision, and business goals of an organization are more likely to be attained by a manager who has good leadership qualities since they will be prepared to handle both internal and external problems. Planning is crucial in any organization, according to this. It involves the ability to organize tasks in accordance with specified policies while staying within the bounds of resources like time, money, and labor that are at hand. It also entails the process of creating a strategy and one or more tactics to advance and achieve particular goals and targets using the economic materials.

2.3.3 Financial Resource Allocation

Antonio and Sanrego (2012) states that budget refers to a financial plan that gives the estimate for some crucial aspects such as the expenses, income and other financial related aspects that touches on the levels of processes and operations.

Therefore, budget allocation refers to the incorporation of some basic and influential sectors into the financial plans that may count for years or up to some relevant duration. A financial forecast, which is used to approximate earnings and expenses during a specific period. It is a planning and management tool in addition to being an accounting document. In addition, resource distribution heavily relies on financial forecast.

The amount of money given to each line of spending known as a budgetary allocation. It indicates the maximum amount of money that a business is willing to spend on a particular product or program, and it serves as a restriction on how much money an employee can spend on a given budget line (Barr, & McClellan, 2018).

From the angle of the strategic planning, the requirement is that everything is counted; therefore, the budget allocation is a very significant aspect that will always influence the implementation of the strategic planning in public hospital setting. It is always clear that no health facility can implement the strategic plan without considering how best the budget allocated and therefore, budget allocation needs to mention at every step before the implementation of the strategic plans (Koskei, 2017).

Another study by Dutcher (2019) put that, much like budgetary allocation estimates can be inadequate, revenue estimates can be understated. This can happen if the economy suffers a downturn after the budget is passed, reducing revenue streams. Insufficient revenues may necessitate a reduction in budget allocations in order for expenses to not level of economic at the end of the fiscal year. Budgetary allocations should be monitored on a regular basis to ensure that the quantities budgeted are

sufficient to cover expenditures. It is critical to have a system in place to track all purchase orders and bills. Purchase orders as well as bills should indeed be aligned with the budgetary allocation on a regular interval to maintain sufficient funds are available for the remainder of the fiscal year

Strategic plan would always mean, taking an organization to an optimal level in terms of services and other operation; therefore, through the help of funds the strategic plan becomes real and meaningful. Budget allocation will be determined by the techniques one adopt as part of the overall strategy. Once prioritized the tactics individuals want to use, you'll need to ask a few questions to figure out how much money you'll need to include every one of these tactics in one's overall marketing strategy. A budget is defined as spending and revenue patterns over the course of a project (Bray & Bray, 2016).

In general, it is a forecast of the potential costs incurred by carrying out various tasks outlined in a project. Financial planning that is realistic is essential for successful implementation of a program or project. An expert and transparent approach to budget planning goes a long way in persuading investors, banking institutions, and domestic or international donors to make a contribution or avail finances for strategic plans implementations (Gidey, 2019). Considering the settings of a public hospital, there are usually the need of focusing on the strategic planning for a better run. This is normally aided by the help of the proper budget allocation touching on the different sectors, and therefore, the strategic planning at a greater extent is usually influenced by the budget allocation. For a smooth run of a business, it is upon the managers to ensure that everything is put in place so that a better coordination is achieved. In a public hospital, the requirement is that every service is

delivered within specific range and this is only possible through the strategic planning which is best aided by the budget allocation. Within the public hospitals, it is a requirement that every activity follows some order and this comes as a result of the availability of the fund and other allocations and thus, from a proper budget allocation it is possible to attain some standards that leads to the transparency when it comes to the delivery of the services. Form a proper allocation, the impact will always be positive, and this is the most interesting bit in any organization.

Communication refers to the transfer of information from one level to the next. For this case, it enables delivery of significant contents from one person to the other. Also, it should be clear that communication will be relating closely to the helpful ideas that is of help to an organization in terms of the progress and development procedures (Illingworth, 2017). Considering this line, it is crucial for any organization with some hierarchical structure to ensure that there is a constant flow of information from one person to the other. Since an organization will always consist of the manager and then there is the side or level of employees, the communication can either be from the upper level coming downwards or may come from the lower side going upwards (Harrison & Lock, 2017). From ideas shared, it is possible to meet some specific set objectives which ensures the incorporation of the helpful concept. From the topic of implementation of the strategic plans, this can be achieved through the consideration of the roles that communication will play in any organization.

Agreement which is normally as a result of the communication will always influence the implementation of strategic plans. In an organizational setting, integration is one of the crucial concepts which is best embraced from the sense of communication

between employees and the management. Therefore, for the strategic plans implementation, it is necessary that the members of an organization call for some meeting in which ideas will be shared so as to ensure that there is a correct channel to be followed (Lewis, 2019). From the channels created, it will be easy to execute the processes and activities and thus, through the role of communication, there is possibility of initiating the implementation of the strategic plans with ease. Also, since the implementation of strategic plans may lack a proper direction and sense, it is helpful to involve the members of the organization and explain on the requirement together with possible targets so that integration may be upheld.

2.3.4 Organizational Culture

Strategic plan implementation is considered effective from different angles as it aims to put in various initiatives towards a realization of particular goals. This is evident within the health sectors where Medium Term Plan is incorporated to address the aims of achieving an equitable, affordable and quality health care service (Isaboke, 2015). In this case, organizational culture plays a key role since; it could established from the aspect of culture of an organization. Within the context, leadership is crucial. Moreover, to mention a few regarding the concept on leadership, it determines the levels of performance through strategic plan implementation. Therefore, good leadership would translate to the success of the process of strategic plan implementation. In addition, on the contrast, it can lead to a poor performance; i.e. when there is no good leadership as one of the organizational culture. From the literatures, that exists, Akuei et al. (2016) underscores the value of effective organizational leadership and outstanding organizational culture in

achieving organizational objectives or rather set goals as opposed to poor planning and forceful execution.

On another level, organizational employee involvement is a crucial culture, following the fact that there must exist some members including the officials attached to the respective body or institution. Therefore, it can enough proof that community influences the strategic implementation plans in various ways possible. This can be positive or negative. Considering the individuals forming a community, they can agree or disagree to various motions, hence, the reason for the success or failure of a strategic plan implementation. This can be closely bridged into the corporation among the members of an organization towards a given objective (Maika, 2020).

Communication is a powerful tool that helps in integrating the human interaction to the success of strategic plan implementations. As per the literatures given by Marques in 2010, communication within an organization, is counted on as a major drive for the success of organizational strategic plans implementations. Therefore, effective communication is always essential since it helps in determining the progress or the next step regarding the strategic plans implementations, especially within the critical sectors in health for the counties and even the entire state.

2.3.5 Strategy Implementation

Strategy implementation is a crucial exercise, which entails conversion of specific chosen strategies into actions. A strategic plan offers an organization a roadmap that allows the organization to have a unit of purpose and strategic direction in light of goals, performance, and value addition as well customer service. Studies have

shown that strategy implementation is more important than just having plans (Chanas et al., 2019). Several critical elements move a strategic plan from a document shelf to actions that propel firm's growth and development. However, these do not just happen without the consideration of the following key elements including; linking strategic plans to financial resourcing, matching employee skills to strategy incentives, gaining stockholders' and management support and leadership and having in place a supportive organization structure as well as culture (Ismail et al., 2017).

According to Bryson (2018), adds to the findings by positing that conversion of strategic plans into particular critical actions is a very central exercise to management that requires manager to determine appropriate ways of delegating how they things to be run. Additionally, organization team should focus on the uncertainties attributed to the strategic plans with the mindset of eradicating them.

Lindsay et al. (2018) notes that organization do not operate in a vacuum and so the implementation of strategic plans. There are several factors to be put into account than strategic plans themselves despite how perfect and articulate strategic plans maybe. Key factors that have a great influence on strategic implementation of organization plan include management experience and knowledge. Implementation necessitated when a manager's abilities align with organization culture especially in the following areas: working with others, organizing, culture building, and generating fit among approaches and how the organization operates. The organizational context will have an impact on the implementation of strategy formulation. The resources, skills, and capabilities of the organization have an impact on implementation.

Another study by Jewell et al. (2020) Reports that due to the idiosyncratic nature of organization, organization structure definitely will have an influence implementation of strategic plans. Additionally they associated implementation of plans with reward and incentive management system since individual's level of outcome will largely depend on the expected returns of benefits that may accrue to the employee.

The allocation of resource and setting of budgets within the demarcation of functional areas of firms has bearing accomplishment of objectives as well as determining the timeframe within which the objectives to be achieved.

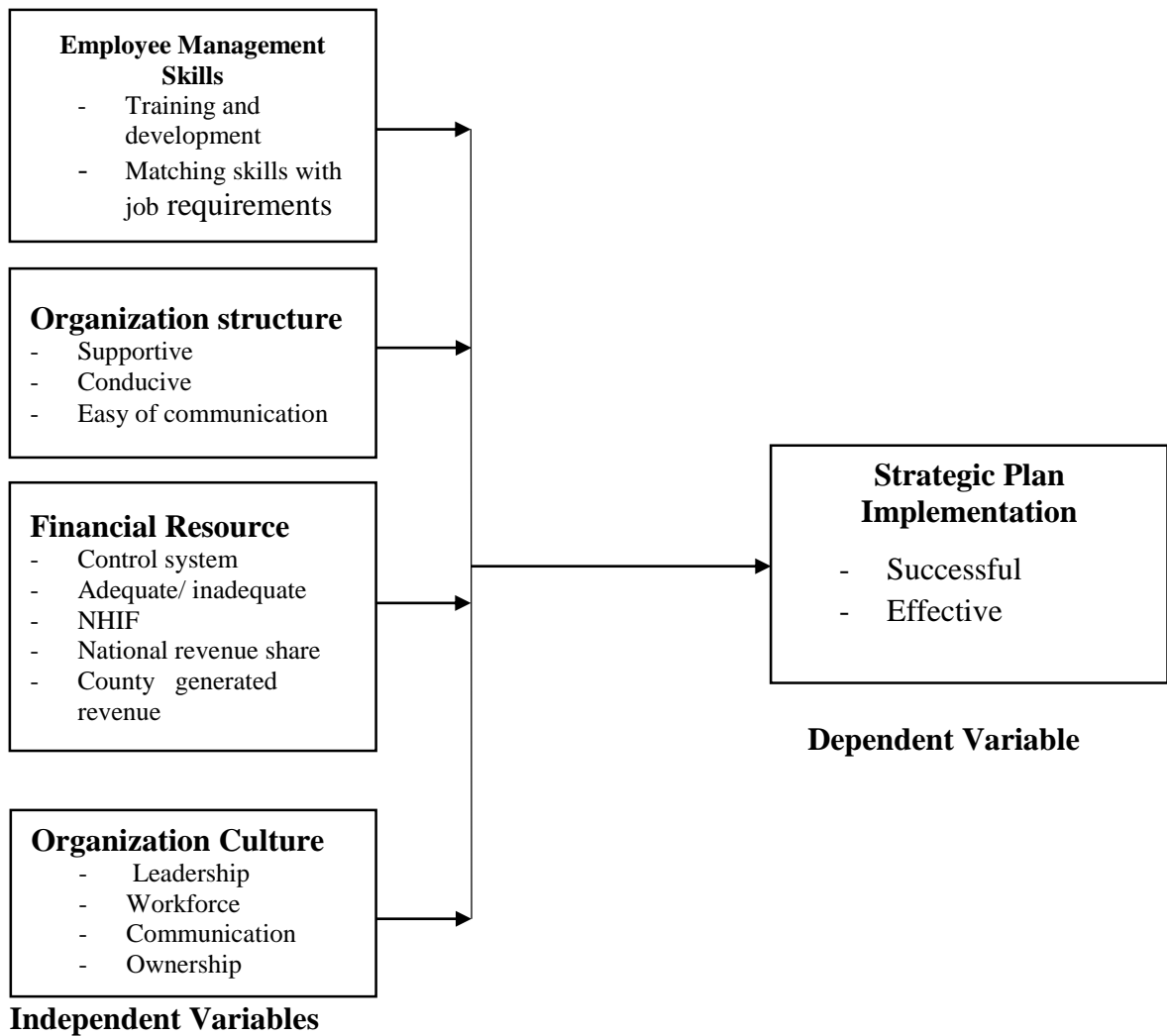
The success rate of strategic implementation is a determinant of workplace condition or environment. Politics are part of all organizations' cultures since managerial behaviour is some extent irrational and may result to failure or success of strategy implementation (Lemarleni et al., 2017).

2.4 Conceptual Framework

Figure 2.1 is a model that shows how change in independent variables; employee management skills, organization structure, financial resource allocation and organization culture results in a change in dependent variables that is strategic plan implementation

Figure 2. 4

Conceptual Framework showing the relationship between Institutional factors and implementation of strategic plans.



2.5 Operational Framework

Operationalization of variables is the process of converting abstract concepts into measurable observations. Operational definition of a variable is the description of the operation that was used in measuring the variable.

Table 2. 1*Operational Framework*

Objective	Independent Variables	Indicators	Measurement	Data Collection Method	Approach Data Analysis
To determine the effect of Employee Management skills on strategic plans implementation	Employee management skills	- Training and development - Matching Job requirements with skills	Likert scale	Questionnaire	Quantitative approach involving inferential and descriptive statistics
To examine the influence of Organization structure on strategic plans implementation	Organization structure	- Supportive - Ease of communication - Authority	Likert scale	Questionnaire	Quantitative approach involving inferential and descriptive statistics
To explore the effect of Financial resource on strategic plans implementation	Financial resource	- Cash flows - Control systems - Budget constraints - NHIF - National revenue share - County generated revenue	Likert scale	Questionnaire	Quantitative approach involving inferential and descriptive statistics

To determine the impact of Organization culture on strategic plans implementation	Organization culture	- Leadership - Participatory relationship - Communication	Likert scale	Questionnaire	Quantitative approach involving inferential and descriptive statistics
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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The strategies and techniques that were employed to accomplish the goals of the study are covered in this chapter. The study design, study population, study location, sampling procedure, sample size computation, data collection strategies, piloting, data processing techniques, and ethical issues are all covered in this chapter.

3.2 Research Design

The study adopted a descriptive survey design in exploring the factors that influence the implementation of strategic plans in public Hospitals. The descriptive study design was preferred since it integrates quantitative and qualitative methods of data collection. According to Queirós et al. (2017), descriptive case study design enables the researcher to collect data without manipulation of changing settings. Additionally, completely describes the findings with statistical approaches such frequencies. A descriptive research design allows information from a large number of participants by relying on participants' respect to specific written or interview questions.

3.3 Location of the Study

The research was carried out in Marsabit County. Marsabit County is located in Kenya's northwestern region. It has a population of 291,179 people and an area of approximately 75,750 square kilometers (Census, 2019). The county is divided into four sub-counties: Moyale, North Horr, Saku and Laisamis.

3.4 Target Population

Saunders et al. (2016) describes population as entirety of items or objects from which a subject or rather sample obtained by researcher to be considered to make inferences and draw conclusion for the study problem at hand. The study target population consisted of Marsabit county health team comprising of 65 public health officers, 54 laboratory technicians, 25 medical specialists, 150 nurses 36 dentists and 28 pharmacists. The population is as tabulated in table 3.1

Table 3. 1

Target Population

Category	Population	Percentage
Public Health officers	65	18
Laboratory Technicians	54	15
Medicals doctors	25	7
Nurses	150	42
Pharmacists	28	8
Dentists	36	10
Total	358	100

3.5 Sampling Approaches and Sample Size

The sampling techniques and sampling size are discussed appropriately in the subsequent sections.

3.5.1 Sampling Technique

A stratified random sampling procedure was adopted in selection of respondents from each stratum to take part in the study. Stratified random sampling was preferred since it minimizes biasness and give each individuals a chance of being picked to take part in the study. Stratified sampling is defined as a technique in which a study population is divided into groups of people or elements with similar features of the group members known as 'strata.' (Saunders et al., 2016) which was suitable for this study because the employee population was homogenous.

3.5.2 Sample Size

Sample size refers to the actual number of objects or a subset of the entire population picked as representative of the target population for given investigation. The sample size determination was based on according to Mugenda and Mugenda (2013), when the study population is less than 10,000, a sample size of between 10 and 30% is a good representation of the target population and hence 30% is adequate for analysis. Therefore, a suitable size for this research was obtained by applying 30% on each category of the target population.

Table 3. 2

Sample Matrix

Target population	Frequency	% sample	Sample size
Public Health officers	65	30%	20
Laboratory Technicians	54	30%	16
Medicals doctors	25	30%	8
Nurses	150	30%	45
Pharmacists	28	30%	8.
Dentists	36	30%	11
Total	358	30%	108

3.6 Research Instruments

Cooper and Schindler (2014) define data collection as a methodical gathering of data under a particular procedure. This study employed a questionnaire as the primary data collection instrument. The questionnaire was structured based on the research objectives. Section A were questions about the respondent's background information, section B with containing questions on employee management skills, Section C; covered questions on organization structure section D: comprised budget allocation questions and Section E inquired on communication. Further, the questionnaire was self-administered by the researcher through the "drop and pick" method two weeks apart to allow enough time for the respondents to elaborate on information that was useful for data analysis and concluding. A five-point Likert scale was employed.

3.7 Pilot Study

A pilot study is a design that entails carrying out tests on the research instruments before the actual study (Mugenda & Mugenda, 2012). Piloting was conducted at Isiolo County Referral Hospital which also neighbors Marsabit County and faces almost similar challenges and hence was appropriate in fine-tuning the research instruments. A pilot study was conducted on 10% of the actual sample size having similar characteristics this is in line with Mugenda and Mugenda (2012) who asserts that the pretest sample size should range from 1% to 10% of the actual sample size. The exercise was vital in identifying flaws in the research instruments hence enabling corrective measures before the actual study.

3.7.1 Reliability

The ability of the research tools to produce comparable results at various points in time but in similar settings or situations is referred to as instrument reliability. According to Sijtsma (2009), piloting is crucial for determining the dependability of research tools and identifying any flaws in design and instrumentation. The Cronbach alpha coefficient served as a reliable indicator of reliability, with a value of 0.7 or above for each construct deemed suitable for the study. The Statistical Package for Social Sciences was used to determine the validity of the study instruments (SPSS V.25). When evaluating the internal consistency of research equipment, the Cronbach's alpha was crucial.

3.7.2 Validity

Validity refers to the degree to which the study instruments measure the right elements it is intended to measure. It is critical in ensuring meaningful conclusions of the study. Before the actual study, the validity of instruments was assessed

through piloting for accuracy. The study tools were submitted to the university research experts for thorough scrutiny to identify any problems and suggest corrective measures to ensure the instrument captures what it intends to capture.

3.8 Data analysis

Cramer and Kaufman (2011) describes data analysis as the process of synthesis of data. Different methods were used to obtain useful information for generalizability. The data was first, edited for completeness and accuracy. Then coded and entered into a statistical package for social sciences (SPSS, V.25). For qualitative data that was generated from open-ended questions were analyzed thematically and presented in narrative form. Quantitative data that was obtained from the closed structured questions were analyzed descriptively and presented using frequencies distributions, pie charts, graphs, and tables.

Regression model was conducted on potential effect organization dynamics on implementation of strategic plans and correlation between independent and dependent variables of strategic plans implementation. The model used demonstrates the relationship between independent and dependent variables:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where: Y = Implementation of Strategic Plans,

β_0 = Constant Term,

$\beta_0, \beta_1, \beta_2, \beta_3$ and β_4 = Beta coefficients

X_1 = Employee Management Skills

X_2 = Organizational Structure

X_3 = Resource Allocation

X_1 = Organizational Culture

ε = Error term

3.9 Ethical Considerations

Bryan (2012) describes ethical considerations as standards and norms for which proper conduct of research is supposed to be aligned. In case, the research ensured that participation was entirely voluntary by obtaining free informed consent. The respondents were taught the importance of study that the study was purely for academic purposes. In addition, pseudo names were capitalized on to ensure anonymity and confidentiality of respondents as well as their privacy. The information that was obtained was treated with the utmost confidentiality and no respondent would suffer any form of harm as a result of information use. Also, the researcher sought to obtain approval from National Commission for Science Technology and Innovation (NACOSTI) and an authorization letter from Kenya Methodist University (KEMU). Additionally, all works of other scholars have been adequately been acknowledged using a standard referencing system.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the study's findings and data analysis based on information provided by respondents on the specific research goals of determining the impact of employee managerial skills on the execution of strategic plans, examining the impact of organizational structure, examining the impact of financial resource allocation, and examining the impact of organizational culture.

4.1.1 Instrument Return Rate

A total of 108 questionnaires were distributed among the targeted population. Out of 108 questionnaires, 90 questionnaires were duly filled and returned making a response rate of 83% which is ideal for data analysis and reporting of the findings.

Table 4. 1

Return Rate with Respect to Respondents' Designation

Target population	Sampled	Returned	Response rate
Public Health officers	20	15	75%
Laboratory	16	11	
Technicians			69%
Medicals doctors	8	6	75%
Nurses	45	41	91%
Pharmacists	8.	8	100%
Dentists	11	9	82%
Total	108	90	83

4.2 Respondents' Demographic Characteristics

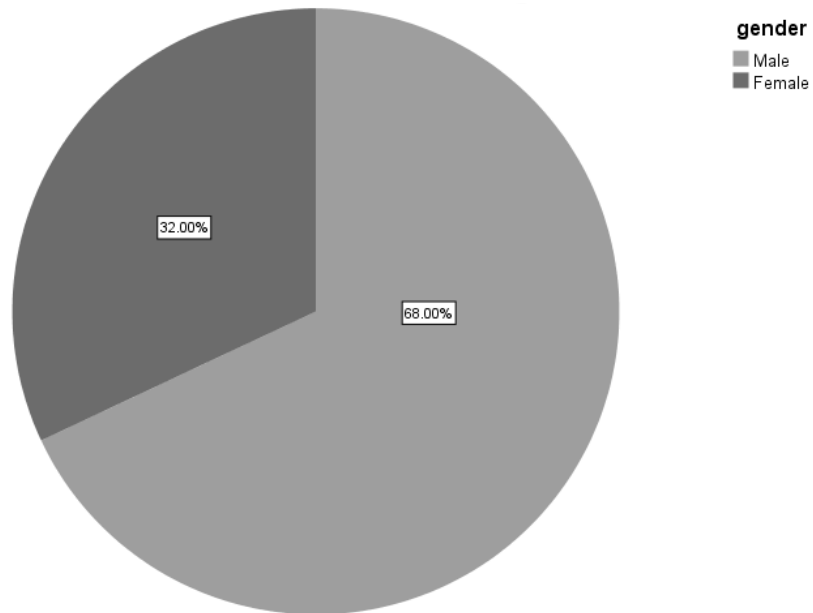
The study sought to establish respondents' information background as it influences the findings of the study in one way or the other. Among the key demographic information sought include; gender, age, high qualification, designation, and experience.

4.2.1 Respondents' Gender Distribution

The researcher sought to establish the gender distribution of the respondents. Figure 4.1 indicated that 68% (n=61) of the respondents were male while 32% (n=29) were female. From the findings majority of the respondents who participated in the study were male. This is attributed to the fact that there is still gender disparity in terms of jobs.

Figure 4. 1

Respondents' Gender Distribution

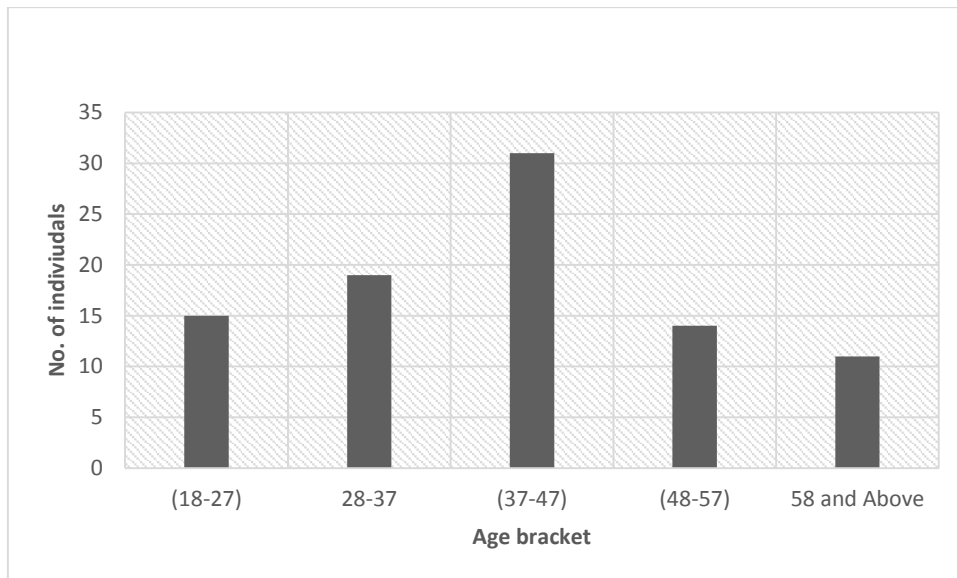


4.2.1 Respondents' Age Distribution

Figure 4.2 indicates that 15% (n=15) of the respondents' aged between 18 to 27, 21%(n=19) of the respondents their ages ranged between 28 to 37, 35% (n=31) were in the age bracket of 37 to 47, 15% (n=15) fell in the age bracket of 48 to 58 while 13% (n=11) aged above 58 years. Based on the findings, the majority of the respondents aged above 28 years.

Figure 4. 2

Respondents Age Distribution

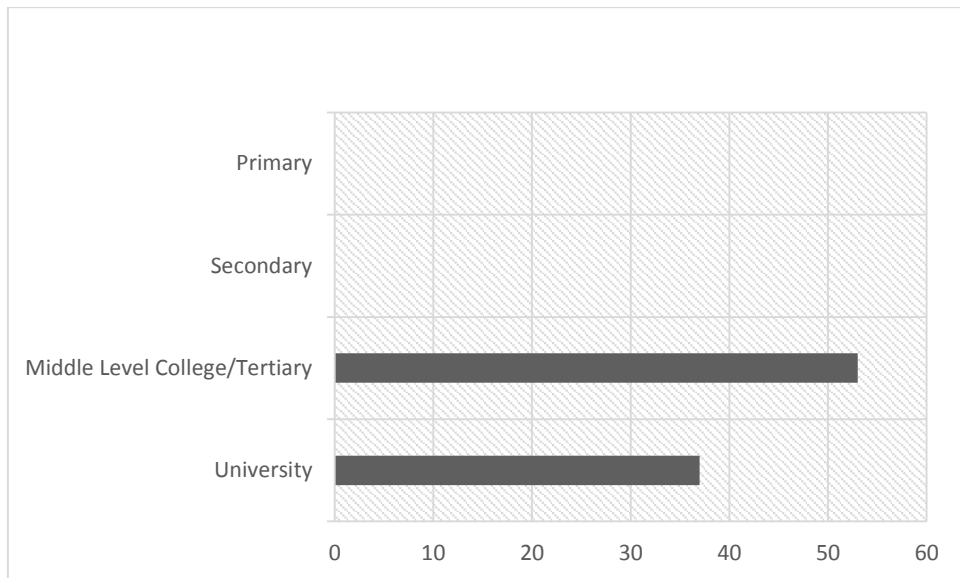


4.2.3 Respondents' Highest Qualification

Figure 4.3 reveals that 59% (n=53) of the respondents had acquired Middle-level college/tertiary education while 41% (n=37) of the respondents' had a university education. Based on the findings, most of the findings, all the respondents had the minimum education necessary to discern between issues

Figure 4. 3

Respondents' Highest Qualification

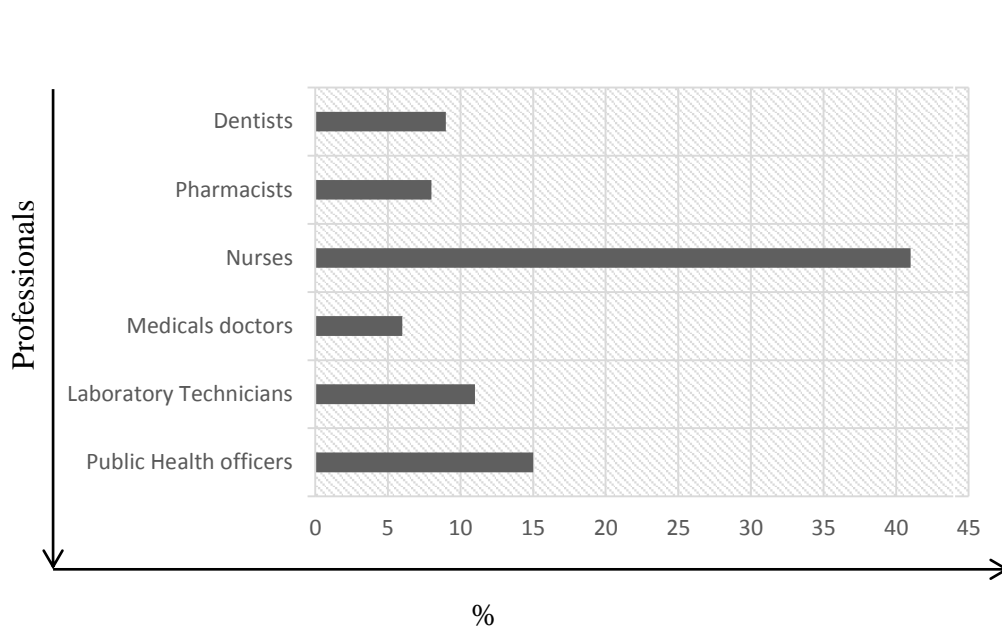


4.2.4 Respondents' Profession

Figure 4.3 shows that 17% (n=15) of the respondents were public health practitioners, 12% (n=11) were laboratory technicians, 7% (n=6) of the participants were medical doctors, 46% (n=41) of the respondents practice nursing, 9% (n=8) and 10%(n=10) of the population constituted of pharmacists and dentists respectively.

Figure 4. 4

Respondents' Profession

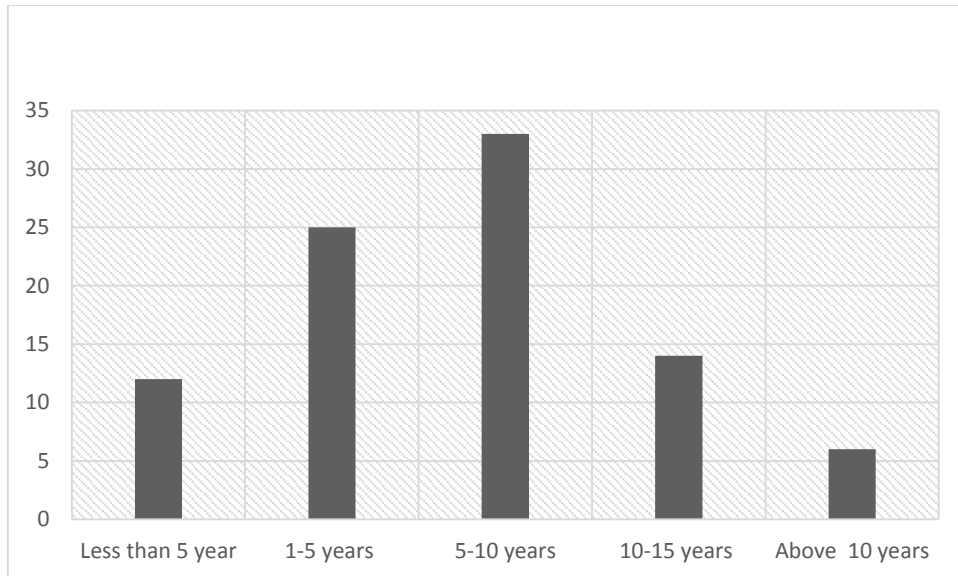


4.2.5 Respondents' Level of Experience

Figure 4.4 shows that 13% (n=12) of the respondents had less than 5-year experience in their respective fields, 28%(n=25) had an experience of 1-5 years, 37% (n=33) of the respondents had practiced their profession for 5-10years, 15%(n=14) had been in their profession for between 10 to 15 years, while 7%(n=6) had experience of above 15 years.

Figure 4. 5

Respondents' years of experience



4.3 Employee Management Skills

The study sought to establish respondent's opinion on the extent employee management skills influence the implementation of strategy implementation. Responses were measured using Likert scale and interpreted using mean and standard deviations.

Table 4. 2

Extent to which employee management influences strategy implementation

Statement	Mean	Std. Dev.
There is inclusivity in decision making where every employee opinion and views are taken into considerations	2.313	0.900
There is refresher course put in place in each and every employee department to ensure that all employees are informed on current issue affecting strategies and the organization at large.	1.906	1.158
Our hospital set up has employee training and development programs such as workshops to keep employees updated prepared to handle new and challenging tasks.	2.033	1.100
The hospital management recruits and trains the right employees with right skills in their respective positions.	2.526	0.889
The hospital has adopted an open idea sharing for learning and continual improvement	2.366	1.080

Table 4.2 indicates that employee inclusivity in decision-making is practiced to a low extent as shown by a mean of 2.313. Respondents strongly disagreed that there are refresher courses put in place to ensure that all employees are informed on current issues affecting strategies and their implementation. In the same vein, respondents disagreed that the respective health facilities have training and

development programs to prepare employees in confronting issues and in handling new challenges that relate to change this is confirmed by a mean of 2.033. Regarding recruitment and training of the right employees and adoption of an open idea sharing for learning and continual improvement scored a mean of 2.526 and 2.366 respectively implying that respondents disagree with the statements. Therefore, a low level of management skills has been lowering the motivation of employees to put the strategic plans into action.

4.4 Organizational Structure

Regarding organization structure, the study sought to investigate the effect of organization structure on the implementation of strategic plans. Table 4.2 presents the results.

Table 4.3*Organizational structure and Strategic Plans Implementation*

Statement	Mean	Std. Dev.
Jobs well defined in relation to decision making, expectations and specific success indicators which influence affect conversion of strategies into actions	2.473	0.866
Our organization is organized into department that are interdependent for easy information sharing for smooth execution of formulated strategic plans	3.047	0.970
Our organization has a well-defined reporting relationship that brings about responsibility as well as elimination of confusion and conflicts for effective strategic plans implementation.	2.393	0.881
The Hospital structure allows head of departments to have full control and authority on the activities within their jurisdiction for effective execution of strategic plans	2.247	1.013

Table 4.3 reveals that the current description of jobs are not in line with the expectation and specific indicator thus discouraging the smooth conversion of strategies into actions this is shown by a mean of 2.473 indicating that respondents noted the state of job definition influence strategy implementation to a low extent. Regarding the organization of the departments, respondents noted to a moderate extent that interdependence of departments allows information sharing for smooth

conversion of strategic plans into action as shown by a mean of 3.047. The results also show that reporting relationships are not well defined and hence influence the implementation of strategic plans to a low extent. Additionally, respondents noted to a low extent that respective hospital structures allow heads of departments to have full control and authority with their jurisdiction for effective execution of strategic plans. This statement scored a mean of 2.247.

4.5 Financial Resource Allocation

The research endeavored to explore the degree to which financial Resource allocation influences the strategy implementation process in health facilities in Marsabit County. Table 4.3 tabulates the results of financial resource allocation and its resultant effect on strategic plans implementations. contribute to difficulties experience in actualizing specific strategic plans as underscored by a mean of 3.

Table 4. 4*Financial Resource Allocation and Strategic Plans Implementation*

Statement	Mean	Std. Dev.
Our respective department are underfunded hence it comes difficulty for the department to actualize some of the specific strategic plans	3.947	1.083
Many of the projects have stalled as result of misappropriation of funds	3.9	1.136
We have seen incidences of misallocation of funds by the management for instance money for buying equipment are reallocated to meeting recurrent expenses such as salaries	4.18	1.012
There are no proper resource mobilization techniques and tactics for effective implementation of strategic plans.	4.273	1.145
There are limited sources of funds due to hostile and competitive business environment that makes it difficult to obtain grants or donations.	3.973	1.332

Findings from table 4.4 reveal that underfunding of healthcare departments makes it difficult to actualize health strategies as shown by a mean of 3.947. Misappropriation of funds by institutions in charge is attributed to cases of health projects stalling in the county. Also, inadequate resources present a hostile and competitive business environment for the health sector to implement strategic plans.

These statements scored a mean of between 3.9-3.973. inappropriate allocation of funds for instance, where money meant for developmental projects is channeled to meeting recurrent expenditures of meeting unplanned expenses. In addition, a lack of proper resource mobilization and tactics limits the chances of implementing health policies. This is confirmed by a mean of 4.

4.6 Organization Culture

The study also sought to establish how organization culture affect the strategy implementation exercise. Table 4.4 presents the results.

Table 4.5

Organization Culture and Strategy Implementation

Statement	Mean	Std. Dev.
Supervisors are always hostile to their juniors thus killing their morale for strategy operationalization	3.533	1.338
The management values the ideas and contributions from employees which brings a sense of recognition from the employees thus boosting their morale in execution of formulated strategic plans	2.96	0.913
Managers failure to support lower level cadre employees through encouraging them to be innovative and change agents when executing their duties with respect to their areas of specialization	3.447	1.005
Lack of support from top management inhibits the success of strategic plans implementation process.	3.693	1.028
I am motivated to participate in the implementation process of strategic plans	2.613	1.041

Table 4.5 reveals that supervisors' approach in their line duty is paramount in instilling motivation in juniors. The hostile nature of supervisors kills employees' morale hence their effort diminishes toward strategy implementation as shown by a mean of 3.533.

On valuing ideas and contributions from employees, respondents reveal that it's something rarely done in their respective places of work. This is in line with a mean of 2.960. Managers' failure to support lower-level cadre employees, by encouraging them to be innovative and change agents when executing their duties to their areas of specialization and lack of support from top management inhibits the success of strategic plans implementation process scored a 3.447 and 3.693 respectively denoting those respondents remained neutral since they have been felt by the employees.

4.7 Regression Analysis

A linear regression mode was used in testing the existence of relationship among predictor variables using Statistical Packages for Social Sciences (SPSS V.25)

Table 4. 6

Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	0.919	0.844	0.812	0.266

The adjusted R 2, also known as the coefficient of multiple, is the percentage of variance in the dependent variable that can be explained by the independent variables individually or jointly. The impact of organizational dynamics on the implementation of county health sector strategic plans, (a case study of Marsabit County) can be explained by table 4.6.

Table 4. 7*Summary of One-Way ANOVA Results*

Model		Sum Squares	ofdf	Mean Square	F	Sig.
1	Regression	7.648	4	1.912	26.989	.001 ^b
	Residual	1.417	20	.071		
	Total	9.065	24			

The probability value of 0.001 indicates that the regression relationship is highly significant in predicting the relationship between organizational dynamics and implementations of health strategies a case of Marsabit County. The F calculated at 5% level of significance was 26.989 since F calculated is greater than the F critical (value = 2.866), this shows that the overall model was significant.

Table 4. 8

Regression coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.157	.450		.348	.731
Employee Management Skills	-.207	.087	-.220	-2.383	.027
Organizational Structure	.209	.100	.209	2.077	.051
Financial Resource Allocation	-.080	.065	-.118	-1.223	.235
Organizational Culture	.972	.106	.851	9.184	.000

Table 4.8 presents the coefficients used in coming with Strategy Implementation (SP) Model as shown below:

$$SP = 0.157 + (-.207)MS + .209OS + (-0.080)FRA + .972OC$$

Where;

SP is strategy implementation

MS is Employee Management Skills

Organizational Structure

FRA is Financial Resource Allocation

OC is Organizational Culture

Based on the model, holding studied organizational dynamics (employee management skills, organizational structure, financial resource allocation and organizational culture) at constant zero health strategies implementation is at 0.157. Furthermore, holding all other independent variables constant, a unit decrease in employee management skills leads to a 0.207 decrease in strategic plan implementation. A unit increase in organizational structure leads to a 0.209 increase in strategy implementation; a unit decrease in financial resource allocation leads to a 0.080 decrease in strategic plan implementation; and a unit increase in organizational culture leads to a 0.207 decrease in strategic plan implementation.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study presents the summary of the findings, conclusion, recommendations and based on the findings of the study, and recommends areas for further research in relation to the study findings and challenges identified.

5.2 Summary of the Findings

This sections presents summary of the findings and interpretations based on the study objectives in the subsequent sections under the summary of the findings.

5.2.1 Employee Management Skills

The overall objective of the study was to assess the effect of organizational dynamics on the implementation of strategies in the county health sector in the case of Marsabit County.

The study's first objective was to determine the effect of the employee management skills strategy implementation process. Inclusivity and people involvement create a sense of belonging and value in the strategy implementation process. However, this seems to be a rarely practiced aspect in the county health sector as most of the decisions are made by the top-level and pushed down to the implementers. Hence, inadequate involvement of employees in formulation or rather decision-making process reduces employees' chances of learning and acquiring necessary management skills in managing the implementations processes.

Refresher course is paramount in updating one's skills and bringing everyone to the same level in handling emerging issues in an organization. With a score of 1.906 and 2.033 meaning that respondents strongly disagree and disagree respectively that there are refresher courses put in place and training development place help employees learn the needy gritty matters of conversion of strategies into action. Training is key in reducing resistance to change, as the workforce at the end of the training would be cognizant of what is required of them and how to tackle new tasks as far as the implementation process is concerned.

Information sharing is one aspect that greatly influences the completion of projects. When stakeholders are supplied with the real-time information, they become prompt in responding to rising issues without delay thus ensuring the implementation of health strategies is a success. Regarding respective facilities having established information reservoirs and open idea sharing for learning and continual improvement, the statement scored a mean of 2.526 indicating disagreement with the statement.

In summary, employee management skills correlate directly with strategy implementation. Therefore, improvement in employees' knowledge and skills guarantees successful implementation of the strategic plans.

5.1.3 Organization Structure

Organic structures are more effective at executing strategies because they promote flexibility and agility, allowing firms to adapt their operations to the different changes that may occur during the plan execution process. During the

implementation of the strategy, the mechanical structure guarantees that established concepts, action plans, and processes are followed.

The study notes that organizational structure relates to a proper description of jobs with expectations and specific indicators, well-defined reporting relationships, and giving authority to specific team leaders so they can have full control of activities with the jurisdiction to eliminate confusion and conflict in the strategy implementation.

Allowing departmental heads to have authority and full of control of their defined activities creates flexibility and faster handling of disputes and other issues related to the implementation process without many dispute resolution processes. However, concerning this study departmental heads have limited authority and control this the delayed strategy implementation due to the complex and long chain of problem-solving.

The roles of organizational structure in the strategy operationalization process Organizational structure affects how strategies are carried out because it facilitates information and communication flow, regulates resource allocation, assigns roles and duties, and defines jobs and workgroups like working groups, departments, and quality circles. Consequently, the organizational structure has a direct correlation to the performance of strategy implementation. Poor definition of jobs and limited authority to immediate supervisors or rather leaders translate into a long-chain decision-making process and so delayed or failed implementation of the strategy.

5.1.3 Financial Resource Allocation

The study established that the coefficient for financial resource allocation was 0.08 denoting that financial resource allocation has a significantly positive effect on the implementation of strategic plans. In addition, the study identified that misallocation of funds and underfunding of respective departments is the root cause of stalled projects in the health sector. In most incidences, funds are channeled to meeting recurrent expenses including salaries leaving strategic plans shelved and dusted. This is confirmed by a mean of 3-9 to 4.18.

The study also revealed that there are inadequate resource mobilization techniques that would build capacity to allow smooth sailing of strategies. On most occasions, health facilities heavily rely on national government allocations. NHIF which in most cases takes time to disburse the funds hence the struggle by the health sectors to meet its financial woes. When it comes to mobilizing financial resources, an organization must choose between two options: generate its financial resources, which gives it more control and reduces the threat of losing autonomy, or generate its financial resources, which gives it less control and reduces the threat of losing autonomy. Because the organization may determine where to invest the surplus it produces, autonomy also means less exposure to outsiders, less sensitivity, and the ability to replace vital resources.

Regarding limited sources of funds due to the hostile and competitive business environment that makes it difficult to obtain grants or donations. It has been difficult to actual many health strategies by various health facilities.

5.1.4 Organization Culture

The study established the coefficient for organizational culture to be 0.972 denoting that organizational culture positively and significantly influences strategy implementation. The study further established that an unfavorable working environment where supervisors are hostile and unapproachable reduces the morale of employees working under them and thus negatively influences strategy implementation. Additionally, it was also established that a lack of political goodwill harms the entire process of strategy. This is because strategy implementation will lack the necessary resources due to inside rankles within the management and external pressure from the political class and trade unions. All organizations are political because their cultures include a political component. Managerial behavior cannot be completely rational, and this has an impact on how the implementation process moves forward.

On management valuing the contribution of employees as well as recognition, the aspect scored a mean of 2.96 meaning that respondents disagree with the statement. This translates into discouragement and fewer efforts dedicated the health policy implementation.

Top management is critical in the policy implementation process and their support is paramount. Top leadership sets the ground by acting as team leaders and creating a unit of purpose for the rest to follow. They are viewed as the change agents. However, the study cites inadequate support from the top leaders in championing change in the health sector. The strategic vision cannot come to life or represent personal ownership by all those who are affected unless people from all levels of the

organization are involved. The policies that a company establishes will either speed up or slow down the implementation process, depending on how well they direct individuals to achieve their goals. The efficiency and effectiveness of communication will be determined by information systems and controls.

5.2 Conclusions

The study concludes that employee management skills significantly and positively influence strategy implementation; training and development, open idea sharing for learning and continual improvement, and recruitment of the right workforce(health-workers) to keep every employee updated with the current job requirements as well as the nitty gritty to handle emerging issues in the county health strategy implementation activities.

On organization structure, it was inferred that organization structure has a positive effect on the actualization of health strategies, for it allows flexibility, smooth flow of communication through well-established channels, well-defined jobs, and reporting relationships. Also delegates authority and responsibility to heads of departments to allow faster decision-making in the implementation of county health policies.

The study found financial resource allocation to have a positive and significant impact on the implementation of county health strategies; the success rate of strategy implementation is largely linked to the number of funds allocated and other sources of funds to keep the process of implementation of county health strategies. Underfunding, misallocation of resources, and inadequate resource mobilization

techniques are the major undoing of the implementation of strategic plans in Marsabit County.

Concerning organizational culture, it is established that organizational culture has a significant positive impact on county health strategies implementation. A working environment where all county health stakeholders are valued and recognized creates a sense of belonging and the effect will be replicated in the success of the rate of strategy implementation and vice versa. Top leadership commitment is also key in influencing change by being the role model and changer agents. Additionally, political goodwill is essential in mobilizing resources for the implementation of health strategies.

5.3 Recommendation

The strategic formulation is a costly exercise to be left dusted on the shelves or fail in the implementation process. Therefore, the study puts forth the following to mitigate the failure of strategic implementation.

- i. All stakeholders (employees at all cadres) are to be brought on at the initial stage of planning to gain everyone's stakeholder's goodwill. This brings about consensus on matters of strategy implementation as everyone would feel part of the process and hence commit all their energies to make the process work.
- ii. The county health sector needs to prioritize funded training and development programs to allow all stakeholders to stay up to date with the current job requirements and improve their management skills to eliminate resistance to

change and encourage engagement in the implementation of county health strategies.

- iii. The county government needs to review health fund allocation concerning the success rate of health policy implementation. Additionally, respective health facilities and county health docket need to devise new techniques of generating revenue to increase their financial reservoir and capacity to be sufficient in actualizing health policies in the county.
- iv. Management especially supervisors should ensure the existence of rapport with employees or rather change their tactics of managing employees and try to be more affiliated with employees. This would create co-existence and reduce employee turnover. Also, top leaders should shape organizational culture by acting as role models and change agents by championing the vision and mission of the health sector.

5.4 Areas for Further Research

The study examined the effect of organization dynamics on implementation strategies of Marsabit County. The study established inadequate training and development programs, unsupportive organizational structure, Underfunding and inadequate resource mobilization, and unfavorable organizational culture. This calls for another study that will ensure the generalization of findings for the rest of the counties' health sector. Hence, the study recommends another study to be conducted on the effects of stakeholder involvement on service delivery.

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APPENDICES

Appendix 1: Letter For NACOSTI



KENYA METHODIST UNIVERSITY

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DIRECTORATE OF POSTGRADUATE STUDIES

March 2, 2022

Commission Secretary,
National Commission for Science, Technology and Innovations,
P.O. Box 30623-00100,
NAIROBI.

Dear sir/ Madam,

CHRISTINE GODANA (BUS-3-0092-1/2020)

This is to confirm that the above named is a bona fide student of Kenya Methodist University, Department of Business Administration, undertaking a Degree of Master of Business Administration. She is conducting research on, '**Effect of Organization dynamics on strategy Implementation in the Health Sector of Marsabit County**'.

We confirm that her research proposal has been defended and approved by the University.

In this regard, we are requesting your office to issue a permit to enable her collect data for her research.

Any assistance accorded to her will be appreciated.

Thank you.



Dr. John Muchiri, PHD.

Director Postgraduate Studies

Cc: Dean SBUE

COD, Business Administration

Postgraduate Co-ordinator

Supervisors

Appendix II: Introductory Letter

Dear Respondent,

RE: REQUEST FOR FILLING THE ATTACHED QUESTIONNAIRE

I am Masters Student in the Department of Business Administration at Kenya Methodist University (KEMU). As part of the requirement for completion of Masters, I am carrying out a study on the “organizational dynamics and strategy implementation in public hospitals in Marsabit County.” Therefore, I am humbly requesting for cooperation and participation in the study.

I assure you of your privacy and the information you will provide will be treated with utmost confidentiality. The study is purely for academic and no one will suffer any form of harm as result of use of the information.

Thank you in advance.

Yours faithfully,

Christine Godana.

Appendix III: Questionnaire

DEMOGRAPHICS FACTORS

Tick where appropriate in the following questions

1. What is your gender? (tick only one option)

Male

Female

2. Indicate your age bracket (tick only one option)

(18-27)

(28-37)

(38-47)

(48-58)

Above 58

3. What is your highest education level? (tick only one option)

a) Primary

b) Secondary

c) Middle level college/tertiary

d) University

e) Others (specify)

4. What is your designation? (tick only one option)

Public Health officers

Laboratory Technicians

Medicals doctors

- Nurses
- Pharmacists
- Dentists

5. For how long have you worked as health worker in Marsabit County? (tick only one option)

- Less than 1 year
- 1-5 years
- 5- 10 years
- 10-15 years
- Above 15 years

SECTION B: EMPLOYMENT MANAGEMENT SKILLS

To what extent do you agree with the following aspects of employee management skills on strategic plans operationalization using a 5-point Likert scale where 1=very low extent, 2=low extent, 3=Moderate extent, 4= great extent, 5=very great extent.

(tick only one option)

No.	Statement	1	2	3	4	5
6.	There is inclusivity in decision making where every employee opinion and views are taken into considerations					
7.	There is refresher course put in place in each and every employee department to ensure that all employees are informed on current issue affecting strategies and the organization at large.					

8.	Our hospital set up has employee training and development programs such as workshops to keep employees updated prepared to handle new and challenging tasks.					
9.	The hospital management recruits and trains the right employees with right skills in their respective positions.					
10.	The hospital has adopted an open idea sharing for learning and continual improvement					

11. Any other? specify

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SECTION C: ORGANIZATION STRUCTURE

In your view how would you rate the following statement concerning organization structure on implementation of strategic plans on scale of 1-5 where 1=very slow extent, 2=low extent, 3=Moderate extent, 4= great extent, 5=very great extent. (tick only one option)

No.	Statement	1	2	3	4	5
12.	Jobs well defined in relation to decision making, expectations and specific success indicators which influence affect conversion of strategies into actions					
13.	Our organization is organized into department that are interdependent for easy information sharing for smooth execution of formulated strategic plans					
14.	Our organization has a well-defined reporting relationship that brings about responsibility as well as elimination of confusion and conflicts for effective strategic plans implementation.					
15.	The Hospital structure allows head of departments to have full control and authority on the activities within their jurisdiction for effective execution of strategic plans					

16. Any other? specify

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SECTION D: FINANCIAL RESOURCE ALLOCATION

What is your level of agreement with the following financial aspects affecting strategic plans conversion into actions using a five-point Likert scale where 1=Strongly Disagree (SD), 2= Disagree (D), 3=Neutral(N), 4= Agree (A), 5=Strongly Agree (SA)? (tick only one option)

No.	Statement	1	2	3	4	5
17.	Our respective department are underfunded hence it comes difficulty for the department to actualize some of the specific strategic plans					
18.	Many of the projects have stalled as result of misappropriation of funds					
19.	We have seen incidences of misallocation of funds by the management for instance money for buying equipment are reallocated to meeting recurrent expenses such as salaries					
20.	There are no proper resource mobilization techniques and tactics for effective implementation of strategic plans.					
21.	There are limited sources of funds due to hostile and competitive business environment that makes it difficult to obtain grants or donations.					

22. Any other? specify

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SECTION E: ORGANIZATION CULTURE

What is your level of agreement with the following organizational culture practices affecting strategic plans conversion into actions using a five-point Likert scale where 1=Strongly Disagree (SD), 2= Disagree (D), 3=Neutral(N), 4= Agree (A), 5=Strongly Agree (SA)? (tick only one option)

No.	Statement	1	2	3	4	5
23.	Supervisors are always hostile to their juniors thus killing their morale for strategy operationalization					
24.	The management values the ideas and contributions from employees which brings a sense of recognition from the employees thus boosting their morale in execution of formulated strategic plans					
25.	Managers failure to support lower level cadre employees through encouraging them to be innovative and change agents when executing their duties with respect to their areas of specialization					
26.	Lack of support from top management inhibits the success of strategic plans implementation process.					
27.	I am motivated to participate in the implementation process of strategic plans					

28. Any other? specify

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Appendix IV: Interview Schedule

SECTION A: EMPLOYEE MANAGEMENT SKILLS.

1. What would say about employee management skills on strategic decisions implementation?

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2. How does employee training and development influence organization’s adaption to change?

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3. What is your opinion on workshops, refresher course and on-job training programmes influences implementation of health strategies?

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SECTION B: ORGANIZATION STRUCTURE

4. What is your perception of reporting relationship in your organization in relation to strategic plans implementations?

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5. How does your organization's current organization structure support implementation of strategic plans?

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6. Describe how your Organization structure support communication and information sharing

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SECTION C: FINANCIAL RESOURCE

7. How does financial resources influence implementation of strategic plans in your organization?

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8. Describe existing budgetary measures in relation to strategic plans implementation

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9. Describe the current reviews and evaluation of budgeting in the light of existing financial resources.

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SECTION D: ORGANIZATION CULTURE

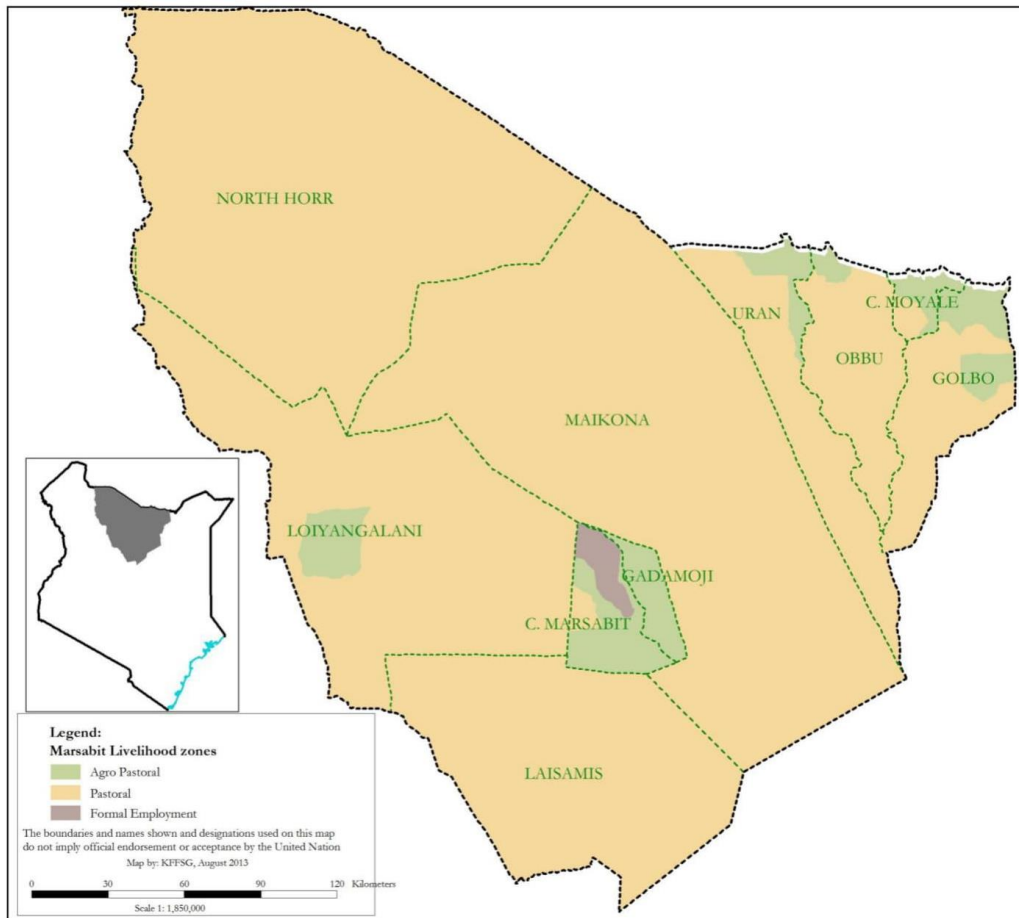
10. How does top management nurture and instill talent in current taskforce in your organization?

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11. How would you describe organization culture in imparting knowledge and skills in workers in light of strategic plans implementation?

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Appendix V: Marsabit County Map



Source: Kenya Food Security Steering Group (2016)