

**STRATEGY IMPLEMENTATION AND ORGANIZATION PERFORMANCE:
A CASE OF NATIONAL HOSPITAL INSURANCE FUND IN KENYA**

BY

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DECLARATION

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

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DEDICATION

A special thanks to Almighty God and to my loving parents, The Late Hellen Simiyu and The Late Meshack Simiyu.

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OPERATIONAL DEFINITION OF TERMS

Organization Communication	The process of channeling information by individuals and teams to accomplish specific objectives which include level of management and communication style.
Organization Culture	This is the way activities are carried out in an organization which include working environment and adaptive culture. It is the present norm that provides meaning and direction for action.
Organization Structure	This is a formal process through which jobs and tasks, work roles and responsibilities are allocated and coordinated on the basis of specialization, span of control and chain of command.
Strategy	is an organization's long-term plan which results in superior performance through bundling of resources and competencies to meet stakeholder objectives.
Implementation	is described as a series of operations designed to bring in to practice a known-dimensional operation.
Strategy Implementation	The implementation of the strategy is described as a process that converts the plans into action tasks and ensures that such tasks are carried out in a way that meets the objectives of the plans.
Organizational Leadership	refers to senior executive in an organisation that are responsible for decision making within the organisation

ABBREVIATIONS AND ACRONYMS

HRM	Human Resource Management
HRM	Human resource manager
KIPPRA	Kenya Institute for Public Policy Research and Analysis
NHIF	National Hospital Insurance Fund
SPSS	Statistical Package for social science

ABSTRACT

The Kenya Vision 2030 acknowledged social health insurance as one of the pillars for achieving universal health coverage in Kenya. In this regard, the National Hospital Insurance Fund has supported reforms to make it one of the main drivers of universal health coverage. National Hospital Insurance Fund has undergone various internal restructurings in order to achieve a competitive edge in the currently highly dynamic insurance sector. National Hospital Insurance Fund has formulated a large number of strategies relating to quality management, cost streamlining, income maximization, financial mix optimization, and penetration of the market, production of goods, integrated communication and operational performance. Despite this, National Hospital Insurance Fund still suffers from poor customer satisfaction. The general objective of the study sought to examine the effect of strategy implementation on performance of National Hospital Insurance Fund in Kenya. The study specifically sought to: determine the effect of organizational leadership, organizational structure, organizational culture, organizational communication on performance of National Hospital Insurance Fund in Kenya. The study was anchored on resource-based view theory, situational leadership theory and the behavioral theory of the firm. The study applied a descriptive research design and the target population was 110 employees of National Hospital Insurance Fund. To select a sample size of 66 respondents, the study used stratified sampling technique. Questionnaires were used to collect primary data Pilot test was performed to test questionnaire reliability and validity. The study used Cronbach's Alpha coefficient to determine the reliability of the research instrument. Data analysis employed descriptive statistics to analyze data supported by the Statistical Package for Social Sciences (SPSS) to calculate frequencies, percentage mean and standard results of deviation. Multiple Linear Regression model was used to determine influence of independent variables on the dependent variable. The study findings revealed that organization structure, organizational culture and communication had positive and significant effect on performance of National Hospital Insurance Fund in Kenya. On the other hand, organizational leadership was found to have an insignificant effect on performance of National Hospital Insurance Fund in Kenya. This study concluded that strategy implementation factors which include organisation structure, organization culture and communication play a significant role in firm performance. The study recommends that management of organisation should emphasize on strategy implementation in order to improve the performance of their organisations.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

For any organization to succeed, the successful implementation of strategy is important. Most organizations have not been able to sustain their competitive advantages despite a rigorous strategy implementation process, because they lack frameworks to execute the strategies (Grover, Chiang, Liang, & Zhang, 2018). Given the high failure rates in strategy execution, managers should be more diligent to execute the strategy. Varying reasons for the failure to implement strategy are frequently offered. Even though many people think that formulating unique and innovative strategy is crucial and necessary in itself to lead a firm to success in modern business setting, it is similarly necessary to ensure that such a strategy works. Managers should pay close attention to implementing strategies to avoid rising falls that lead to failure (Christensen, 2013). A range of strategies can be applied which greatly improve the success of the implementation of the strategy. In fact, good strategic planning is a process in whose everyday decisions in a constantly changing environment the people actively consider strategy (Rajasekar, 2014).

Zaribaf and Bayrami (2010) assert that several organizations have issues with execution of the policy. The literature supports the idea that in contrast to the creation of a plan, the execution of a strategy cannot be done solely by management; it requires the collaboration of all inside and outside organizations in many cases. Although formulating a plan is typically a top-down operation, executing it involves top-down, bottom-up, and effort-wide simultaneously. It is challenging to formulate a strategy; make the plan work- the strategy is even more difficult to implement throughout the company (Hrebiniak, 2013).

According to Gamble, Strickland and Thompson (2007) when things go as planned the organization meets or exceeds its strategic and financial performance goal, plan execution can be considered a success and show good progress in achieving strategic vision for management. Well implemented strategies lead to improving organizational efficiency. Thompson and Strickland (2007), stress that seamless implementation of strategies drives business growth and increases business competitiveness. Corporations interested in implementing their strategies actively realign their business activities to changing market trends, thus remaining relevant by responding to changes in technology, laws and consumer preferences and tastes (Ateng, 2007).

1.1.1 Organizational Performance

Organizational performance is a dynamic interrelationship between effectiveness, efficiency and profitability, quality of work-life, creativity, and revenue growth. Organizational performance is related to how organizations use economic resources to attain general corporate goals (Melnyk, Bititci, Platts, Tobias & Andersen, 2014). It encompasses an organization's real outcome as quantified against its expected objectives. Nikpour (2017) indicates that the organization's success is the ability to meet its targets with fewer resources effectively and efficiently.

Organisational performance has been a topic of interest for many firms from the global to local context. Many firms in the developed countries such as US, China and Europe that fail to implement their strategies effectively have reported poor performance (Čater & Pučko, 2010). Just like in the developed world firms in Africa and Kenya specifically battle with strategy implementation to enhance their performance (Acquaah, 2007).

Performance measurement indicates the financial capacity, significance, efficiency and effectiveness of the organization. Performance comes in different forms, based on who is meant to measure and for what. Different organizations require different measurements of performance to allow them to make decisions. According to Mutuku, Muathe and James (2019), organizational performance includes three particular fields of company results: financial performance, shareholders' return and product market performance. Kaplan and Norton (1996) propose that both financial and non-financial metrics such as customer satisfaction and retention should be included measurement of performance.

Jusoh and Parnell (2008) assert that using financial metrics alone ignores the fact that the achievement of strategic objectives that maximize its profitability and efficiency is what helps an enterprise to obtain and produce superior financial performance from its processes. Researchers have varying thinking on organizational performance concept. Researchers use the phrase performance in many other cases to convey the variety of transactional efficiency and input and output efficiency measurements. Performance is a situational notion related to the observed phenomenon (Hambrick& Quigley, 2014).

The concept of organizational efficiency is predicated on the idea that the organization is a voluntary organization of capital assets to accomplish a shared mission, along with human, physical and capital resources (Barney 2014). Organizational performance implies achieving the goals and objectives of the organization. Performance is generally assessed using logic models in the non-profit sector. Logic models are leadership instruments that are commonly used in the non-profit sector to measure organizational efficiency. The three most commonly applied frameworks of organizational views are the

rational, natural and open system. According to Grafton, Lillis and Widener (2010) these organizational views account for many of the differences in efficiency measures.

Grafton, Lillis and Widener (2010) argue that organizational performance ought not be measured solely in terms of financial profits, market share and return on investment, but should also include both quantitative and qualitative measurement metrics. This method is endorsed by Lusthaus (2002) who classifies organizational performance measures in terms of efficiency and effectiveness. Customer satisfaction is generally acknowledged as top on substantial influence on the formation of consumers' future purchase intentions. Considering that, a satisfied worker and customer are of great value to the organization. It therefore, becomes the duty of the management to build a mechanism that would ultimately generate gratification to their employees and customers (Kotler, 2011).

This study adopted two forms of performance measures namely; Efficiency (settlement of claims) and customer satisfaction. The study was carried out at NHIF, which is a government parastatal whose performance reflects those of the Public Sector. Public Sector organizations are more concerned with non-financial indicators to performance.

1.1.2 Strategy Implementation

Berman (2016) describes strategy implementation as the practice by which a selected strategy is implemented. It includes the design and management of systems to ensure the best integration of people, structures, processes and resources to achieve organizational objectives. Strategies need to be implemented once plans have been formulated. However, they are of no use unless they are quickly put into practice. That is necessary in

order to keep organizations competitive and pertinent to current market trends (Koskei, 2003).

Structural changes, leadership, information and control systems and human resources are incorporated in the implementation of strategy (Richard, Kendrick & Vershinina, 2010). The implementation, according to Thompson, Gamble and Strickland (2004) is an essential element of the process of the strategic and tactical plan and is considered to be the mechanism which transforms the strategy into a series of measures and the results ensure the organization's vision, mission and strategic goals are achieved successfully, as expected (Armstrong, 2010). Implementation is the mechanism that translates strategies and objectives into actions to achieve strategic goals. It is as more crucial to execute your strategic plan than your strategy (Singh, 2011). The main activities turn the strategic plan into actions that drive growth in business from a paper on the shelf (Charumbira, 2014).

The implementation of the strategy is essentially an internal administrative process. This involves planning, encouraging, creating awareness and building strong ties between the strategy and how it works (Armstrong, 2010), through others. It also includes a mechanism to turn the plans formulated into sustainable practices to achieve the desired results of the company within a time frame (Barbuto, 2016).

Based on the work of Richard *et al.*, (2010) the study adopted four components of Strategy Implementation namely Organizational Leadership, Organizational Structure, Organizational Culture and Organizational Communication. Leadership at a given company determines how their selected strategies are to be applied. The Strategic Management Literature places an important role to the role that is played by the

leadership in the organization. Leadership is about influence by the leaders on their followers towards achieving organizational goals. There are particular attributes of leadership whose deployment in organizations will enable employees and leaders to work towards the implementation of a chosen strategy (Armstrong, 2010).

Strategies also have an impact on the style of management in a given organization, including the organizational structure, task allocation, the ability of managers to take decisions, opportunities and rewards. The most interesting thing to note here is that every company needs all of the above criteria to execute strategies successfully. Organization structure represents the manner in which tasks are grouped, coordinated and assigned to different members of the organization so as to achieve the organizational goals. Every organization has some form of formalized structure that is responsible for efficient and effective accomplishment of the organization's goals and objectives Armstrong (2010). An organization structure encompasses a network of roles and relationships that shape the behavior of its members. It comprises of units, functions, divisions and work teams, parts which are important for the proper functioning of the organization. An organizational structure gives shape to an organization to accomplish its mandate and supports employee efforts for organizational efficiency (Safari, 2012).

Organizational culture has been postulated as a pattern of common beliefs, morals and norms that control interpersonal behavior of members of an organization and the way they relate with stakeholders (Adewale & Adeniji, 2013). Organizational culture is instilled into new members of the organization as a way of behavior and decision making. It determines "how things are done" and to some extent "why things are done" in a particular way Singh, (2011). Organizational culture acts as a bridge between an

employee and the organization; it interrelates with the people, structures and systems to create behavioral norms, attitudes and patterns of basic assumptions that guide desired outcomes.

Organizational communication signifies the amount and type of information that is passed over from management to employees, using various styles and channels. Organizational communication has gained attention in research due to its significance in organizational behavior. Effective communication supports employee commitment to organization since employees become aware of organizational expectations. Proper communication ensures employees are fully involved in organizational activities, one way of getting employee commitment due to their participation (Abok, Waititu, Gakure & Ragui, 2013).

1.1.3The National Hospital Insurance Fund (NHIF)

The National Hospital Insurance Fund (NHIF) was founded in the year 1966 as a department within the Ministry of Health under Cap 255 of the Laws of the Republic of Kenya to offer health insurance primarily for those in formal jobs. In 1972 a reform was introduced requiring those in informal jobs to join. The Fund was turned into a state corporation by an Act of Parliament, 1998 NHIF Act No. 9. Contribution rates increased with the implementation of a graduated rate in 1990 with NHIF contributions fixed at KSh.15,000 (Fifteen Thousand Kenya Shillings) wages and monthly contributions from KSh.30 (Thirty Kenya Shillings) to KSh.320 (Three Hundred and Twenty Kenya Shillings). These are the recent rates, as improved rates suggested in 2010 by the Fund are under suspension by court order.

The 1998 National Hospital Insurance Fund Act law made, for the first time, radical changes to health insurance. Whilst upholding the concept of compulsory insurance for the wage earner, the Act enabled the program to incorporate cost-related payments rather than just the regular bed rate, expand the health plan to include outpatient health costs, physician fees and laboratory inquiries, and extend health insurance to health centers and other lower hospitals leading to better coverage and higher standards of health services.

Worldwide, health systems face the cumulative pressures of rising costs, aging populations and growing patient demand for high quality services. The need to strengthen the ' framework ' through which health services are provided, is increasingly recognized to guarantee that more people get access to reliable, high-quality healthcare, healthcare frameworks need to be updated in order to get the patient right at the Center and to ensure that we offer and manage healthcare services that provide the highest value to our clients. Therefore, successful implementation of the strategy is necessary for awareness-raising.

The Kenya Vision 2030 acknowledged social health insurance as one of the pillars for achieving universal health coverage in Kenya. In this respect, in the National Hospital Insurance Fund (NHIF), the government has been supporting reforms to make it one of the main drivers to achieve universal health coverage. These reforms since 2013 encompass structural adjustments at NHIF to make the organization more efficient and responsive to client requirements (NHIF, 2018). The reforms are in line with NHIF mission where it intends to make a contribution to universal health care in providing affordable, accessible, sustainable and quality health insurance through the strategic pooling of resources and the purchase of healthcare in cooperation with stakeholders.

Since 2013, the Government has promoted NHIF reforms to make it one of the main drivers of universal health coverage.

NHIF has indeed launched efficient recruitment policies to guarantee consistent membership development in both formal and informal sectors. As at the end of the 2017/18 fiscal year, the complete membership was 7.6 million (Seven Million, Six Hundred thousand), which translates into 27.2 million (Twenty Seven Million, Two Hundred Thousand) Kenyans coverage. This implies that NHIF covers more than fifty percent of Kenyans. The goal during the period of the 3rd Medium Term Plan (2018-2022) is to obtain more than seventy percent coverage of health insurance (Republic of Kenya, 2018).

The extended membership saw the Fund allocate over KShs.33 billion (Thirty-Three Billion Kenya Shillings) into the healthcare sector with estimates reaching over KShs.100 billion by the end of the Medium-Term Plan 3 period (MTP 3). Through the introduction of the insurance subsidy program among vulnerable groups, NHIF also plays a significant role in social health security. Some of the problems facing the industry include: transmissible conditions, non-communicable conditions, mother and infant nutrition and health, healthcare capital, health products and techniques, health infrastructure, management and governance, health research and growth coordination, quality and certification of health care, climate change (Barasa, Nguhiu & McIntyre, 2018).

It is anticipated that the implementation of the strategic plan will affect the Fund and its members positively. Rising the amount of main employees from 7 million (Seven Million) to 19 million (Nineteen Million) by the year 2022, developing a product

combination that exceeds client expectations, improving the economic base, increasing contribution collection from 47 (Forty Seven Billion) billion ksh to 87 (Eighty Seven Billion) by the year 2022, ensure effective and efficient use of resources, improve organizational ability, encourage sound legal and regulatory policies, collaborations and agreements, and improve synergies with partners and participants in data and resource sharing.

1.2 Statement of the Problem

Bennett (2006) maintains that, in order to record improved performance, any organization should depend on the quality and determination of its human capital in implementing the strategies set out. As a result, numerous development specialists have now decided to attract governments with strategic planning and rolling out concerted and extensive strategies to deliver effective service. In consideration of the many issues facing public sector organizations, it is important that they envisage obstacles, recognize their capabilities in achieving the expected performance and take control of the opportunities available to achieve maximum efficiency. Errigde and McIlrory (2002) acknowledge strategies are not being properly implemented by organizations, particularly in the public sector.

NHIF has undergone various internal restructuring reforms to attain a competitive edge in the now highly dynamic insurance sector. The bulk of the fund's strategies boil down to quality management, cost rationalization, value creation, reorganization of the financial mix, market presence, business development, integrated communication and operational excellence (Njau, 2011). Despite the initiatives stated, a report published by Deloitte (Strategic Review of the National Health Insurance Fund-Kenya, 2010) observed that

NHIF was yet to achieve its strategic goals as spelt out in the Strategic Plan. The report further observed that the organizational, operational and individual outputs at NHIF were disconnected.

In relation to health insurance coverage in Kenya, only 11% of Kenyan citizens are covered which falls far much below the target. Further the coverage for the formal sector is relatively high, than that for the informal sector coverage, which accounts for more than 80% of Kenya's workers, has remained low at 26% of the informal sector population and thus threatening the possibility of realizing the BIG 4 Agenda.

Empirical studies in the area of Strategy Implementation in NHIF are scarce. Njau (2011) examined the implementation challenges faced by NHIF; Mathauer, Schmidt and Wenyaa (2008) analyzed the factors affecting health insurance in the informal sector whilst Xu, James, Carrin and Muchiri (2006), established an empirical model for healthcare and poverty in Kenya. None of the studies concentrated on the strategy implementation in NHIF. This study sought to fill this knowledge gap by examining the role of strategy implementation on performance of NHIF Kenya

1.3 Objectives of the study

This section presents the objective the study sought to achieve. The section presents both general objective and specific objectives.

1.3.1 General Objective

The general objective of this study was to examine the effect of strategy implementation on performance of National Hospital Insurance Fund in Kenya.

1.3.2 Specific Objectives

The following specific objectives were used to guide the study;

- i) To determine the effect of organizational leadership on performance of National Hospital Insurance Fund in Kenya.
- ii) To establish the effect of organizational structure on performance of National Hospital Insurance Fund in Kenya.
- iii) To evaluate the effect of organizational culture on performance of National Hospital Insurance Fund in Kenya.
- iv) To establish the effect of organizational communication on performance of National Hospital Insurance Fund in Kenya.

1.4 Research Questions

The study sought to answer the following questions.

- i) How does organizational leadership affect performance of National Hospital Insurance Fund in Kenya?
- ii) To what extent does organizational structure affect performance of National Hospital Insurance Fund in Kenya?
- iii) What is the effect of organizational culture on performance of National Hospital Insurance Fund in Kenya?
- iv) How does organizational communication affect performance of National Hospital Insurance Fund in Kenya?

1.5 Significance of the Study

The management of National Hospital Insurance Fund may use the findings of this study to develop solutions to the challenges of strategy implementation in the present and future. This may result in enhanced performance and serve as a source of reference for future strategies that may be formulated. The government, as authority in the health and insurance sector, may also find useful information on how to follow good strategies and thus put in place regulations that can direct and promote other organizations in implementing their strategies. The findings of the study may be of fundamental importance for other scholars who may need to examine the challenges of state-owned companies implementing strategy in Kenya. This may encourage them to expand their knowledge and also focus on areas for further research.

1.6 Scope of the Study

The study focused on strategy implementation and performance of NHIF headquarters in Nairobi City County. The specific objective of this study was organizational leadership, organizational structure, organizational culture and organizational communication on performance of NHIF in Kenya. The study was conducted at NHIF and targeted employees in senior management positions. The study relied on primary data that was collected using questionnaires that were collected in 2020.

1.7 Limitations of the Study

The major limitation of the study was the unwillingness of some of the sampled employees to participate in the study due to their work schedules. Some of the sampled employees feared to be seen to expose confidential information of the organization. To overcome these challenges the researcher sought approval from the management to carry

out the study and also explained to the respondents and created time to explain to them the significance of the information of the study.

1.8 Organization of Study

Chapter one focuses on background of the study, statement of the problem, objectives of the study, research questions and significance of the study, scope of the study, limitations of the study and definition of terms. Chapter two explores the theoretical and empirical literature that focuses on the role of strategy implementation at NHIF in Kenya. It also entails the conceptual framework representing the relationship among the study variables. Chapter three involves the research design, the target population, the sample design, the data collection instrument, pilot testing, methods of data analysis and ethical considerations. Chapter four entail research findings and discussion while chapter five presented summary conclusion and recommendation made from the study findings.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focuses on what other authors have said in to topic under research. The section consists of theoretical literature, conceptual framework; empirical literature.

2.2 Theoretical Literature Review

This study is anchored on Resource-Based View Theory and supported by Situational Leadership Theory and the Behavioral Theory of the Firm. These theories explain the link between organizational performance and strategy implementation.

2.2.1 Resource-Based View Theory

The Resource-Based View theory was propounded by Penrose in 1959. Initially, it was referred to as Theory of the Growth of the Firm. Wernerfelt (1984) advanced the theory and named it the resource-based view. Wernerfelt observed that the company's possible advantages and weaknesses can be explained by its resources. The theory considers resources to be the essential to optimal company performance. This originated as an alternative to achieving competitive advantage in the 1980s and 1990s. The competitive advantage of the firm, as per this theory, rests in its internal resources and not simply in its external role. The resource-based view theory argues that companies have resources, most of which enhance competitive advantage, and also contribute to dominant long-term results. Valuable and unique resources can boost the advancement of competitive advantage.

The resource-based view (RBV) reveals that the company's resources are essentially those that decide competitive advantage and efficiency. Identification of competitive advantage factors requires two theories. Second, it is believed that companies in a sector can be heterogeneous when looking at the regulated assets. Furthermore, it is expected that asset heterogeneity is likely to continue for some time as the tools used to support the company's execution of strategy are not perfectly portable throughout businesses.

Asset diversity is seen as a critical determinant for a sustainable asset competitive advantage. The expected heterogeneity combined with lack of mobility is inadequate for sustained competitive advantage. As argued by Barney (1991), a company's assets must be important, unique and imperfectly imitative and sustainable in order to have a sustainability effect.

The competitive advantage can be maintained over extended periods of time such that the company has the ability to protect against asset duplication, transition or replacement (Barney, 1991). The resource-based view (RBV) assumes that some of the company's resources are capable of producing superior organizational performance (Ainuddin et al., 2007). Resources add to success by adding to the company's ability to pay inflated prices as a way to build competitive advantage and thus contributing to results by assisting the company in determining the benefit directly related to competitive advantage.

Resources will allow the implementation of entry barriers and increase the quality of industry level. It is presumed that a strong correlation exists between the company's ownership of strategic resources and its success (Coff, 1999). In the study of the Resource Based View, it is vital to understand the business's competitive environment and workers '

bargaining power. The value generated and maintained by the company is a feature of the power relationships between the various actors involved in the industry (Bowman).

2.2.2 Situational Leadership Theory

Situational leadership theory was propounded by Hersey and Blanchard (1969). This theory posits there is no "one size fits all" leadership strategy. Different levels of leadership and management are required, based on the situation. But; leaders must recognize their most essential tasks first. Second, leaders will understand their followers' level of readiness by assessing the potential and ability of the groups.

The basic principle of the theory of situation management is that there lacks a best leadership style. Good leadership is important to the mission, and those who match their style of leadership to the quality preparation of the person or group they are attempting to force or impact are the most effective leaders (Norris & Vecchio, 1992). According to Ghasabeh, Soosay and Reaiche (2015) based on the above variables, the leaders must use the best style to adjust to the given situation. Situational leadership theory is relevant to the study because it clearly explains why some leaders excel in their mission to effective implementation of strategic plans while others fail.

The theory is of the assumption that a person comes to a new task or position with low expertise but high commitment. A good manager builds their employees skills and dedication so that they are self-motivated and not reliant on others for direction and guidance (McCleskey, 2014). Therefore, the theory is significant in the analysis of strategy execution and organizational performance. Further, as the person gathers experience and is properly supported and led by their manager, they build and acquire

some skills and dedication, which turns into an improved company performance. In addition, the individual moves to develop broad knowledge, capacity and specialized skills and dedication with the guidance and encouragement of their leader as they gain greater mastery of the role or position. The theory provides the link between organisation leadership and organisational performance according to the theory situation leadership when exercises effectives improve organisation performance.

2.2.3 The Behavioral Theory of the Firm

March and Simon (1958) advanced the behavioral theory of the firm. Convincingly, the theorists contend that an objective study of human activity in organizations should take into consideration the motivational, mindset and moral aspects of human behavior. Consequently, both economists ' research on the planning process and psychologists ' work on interpersonal interaction and problem-solving skills relate to the emerging organizational research.

The attempt to define the organizational behavioral theory as part of a strategic management approach to organizational economics has its precedents, especially in the work of Barney and Hesterly (2006). Therefore, the behavioral theory of the organization serves as an essential element in transaction cost theory, as well as a building block in dynamic capability theory and the growth of the economy (Nelson & Winter 2002).

The theory highlights the actual business decision making process and provides detailed observation of how organizations make those decisions. Cyert and March (2002) describe the rudiments of a company's behavioral philosophy that have proved applicable to both economic theory and complex organizational theory. Organizations offer the means for

imposing power and control over everyone else to those in responsible roles. Organization affects the information environment, and the methods in which decisions are made.

This theory is therefore central to this study since it provides insights into the relationship between organisation culture and performance. The culture of organisation determine the behaviour of employees which determine the type of organisation performance. Employees that are accustomed to results oriented culture always strive to perform and increase the performance of organisations they work in.

2.3. Empirical Literature Review

This section discusses the empirical works on the objectives of the study. The objectives include organizational leadership, organizational culture, organizational structure and organizational communication. It also presents the existing gaps in relative to the study objectives and issues of concern to the current study.

2.3.1 Organizational Leadership and Organisational Performance

In any given organization the leadership style determines how the approaches chosen will be applied. Organizational structure, delegation of roles, decision-making independence of managers and programs of opportunities and rewards will all be affected by the leadership style in a particular organization. The most interesting thing to note here is that all of the above conditions are necessary in any given organization for successful implementation of strategies.

According to Cater and Pucko (2010), even though a well-formulated strategy, strong and effective pool of expertise, and human capital are essential tools for the implementation of the strategy, poor leadership is one of the biggest barriers in the successful implementation of the strategy and performance. Beer and Eisenstat (2000) approached the problem from a different point of view; they proposed that in the absence of effective leadership competing goals would result in poor teamwork, since workers believe that top management prefer to avoid challenging and humiliating situations.

Coordinating activities, standardizing processes, aligning the organizational structure and maintaining employee motivation and commitment to implementation of the strategy are key leadership responsibilities. Matanda and Ewing (2012) explained the Board's role to ensure that personnel, procedures and the vision envisaged for the company are continued. Beer and Eisenstat (2010), referred to inadequate coordinated functions and lack of advanced leadership and growth as the deterrents of strategy implementation. Markiewicz (2011) ordered the leadership significance into three key roles: strategic process management, relationship management and Manager training.

Popa (2012) carried out a study in Romania to assess the relationship between leadership effectiveness and organizational performance. The study findings revealed that effective organizational leadership leads to better organizational performance. The study also found a positive correlation between organizational leadership and organizational culture. The study concluded that organizational performance is directly linked to the effective leadership and the significance of the managers ' ideals, principles, present prospects and restraints at a particular time. The current study will be carried in Kenya which is a different context from Romania.

Mwongeli and Juma (2016), conducted a case study at Safaricom Limited, Kenya on the effect of transformational leadership on employee performance. The study investigated inspirational motivation, individualized consideration and intellectual stimulation elements of transformational leadership. The study found a significant effect of transformational leadership on financial performance of the organization. However, this study measured performance in financial terms. The current study will focus on NHIF Kenya which is a non-profit making institution.

2.3.2 Organizational Structure and Performance

The studies by Bushardt, Glascoff and Doty (2011) analyzed Hewlett-Packard's strategic implementation framework and found that it was necessary for workers to respond easily on knowledge acquired to develop and implement strategies in the form of formal organizational structures. Two main issues can be presented in the organizational structure: decision-making and resource management.

A study by Zaribaf and Bayrami (2010) on the factors affecting the implementation of strategic plans portrayed a concern about business restructuring and suggested that the anticipated gains of the new strategy should outweigh it. They asserted that too often the attempts of restructuring spur unplanned discarding of knowledge that might have been recycled in another context for future growth. Previous studies have discussed the link between organizational strategy and structure by pointing out that poor coordination of activities is one of the challenges in the implementation of the strategy.

Bhimani and Longfield (2010) exploratory study concentrated their research on how organizational structure affects implementation of the strategy. They arrived at the

conclusion that more stress is put on financial information throughout the strategy development process but that both financial and non-financial information is asserted during the implementation phase.

On the contrary, Emeka, Amaka and Ejim (2015), study on the significance of organizational structure on performance of manufacturing companies in Nigeria, particularly in the pharmaceutical industry study revealed that organizational structure has a huge impact on the performance of organizations. However, the study noted that the organizational structure of pharmaceutical manufacturing companies improved performance apart from its growth target.

2.3.3 Organizational Culture and Organisational Performance

Shahzad, Luqman, Khan and Shabbir (2012) sought to conceptualize the influence of organizational culture on performance through review of established empirical research and models linking organizational culture to performance of organizations. Upon analyzing the broad literature, it was observed that the organizational culture has an effect on the range of processes of companies, personnel and their performance. Research suggests that if workers are motivated and share the same expectations and values, organizations performance can be improved to meet the overall goals of the organization.

Ahmadi, Salamzadeh, Daraei and Akbari (2012) examined the effect of organizational culture in strategy implementation in banks in Iran. The study found that there is a significant relationship between organizational culture and implementation of strategies. Their results also found that corporate culture is associated with the process of strategic

implementation but the scale of culture's influence is from the most efficient to the least effective.

The works of Carlopio and Harvey (2012) has shown that the implementation phase of the plan would inevitably fail if a company structure and culture were not conducive to the strategy proposed and the new practices were appropriate. In a study of Latin American firms, Brenes and Mena (2012) concluded that in a study involving Latin American companies, Brenes and Mena (2012) concluded that organizational culture promoting principles and values in the new strategy contributed to the successful implementation of the strategies in the studied firms. They also found that 86% of the best companies viewed culture as closely correlated with strategy compared to just 55% of the less successful companies. They also found that 86% of the best companies viewed culture as closely correlated with strategy compared to just 55% of the less successful companies.

Cater and Pucko (2010) analyzed the relationship between the implementation of the enterprise resource planning system and the organizational culture, and found that the effectiveness of the implementation of ERP is correlated with the organizational culture along with the elements of an organization's culture.

2.3.4 Organizational Communication and Organisational Performance

A study by Lingard, Francis and Turner (2012) on work-life strategies in the Australian construction sector shows that effective communication techniques on work-life interference and strategies within the company are important during implementation of the strategy. According to Beer and Eisenstat (2010), blocked top-down communication

mainly has a malignant impact on the capacity for company to enforce and change its strategy. Likewise, Janis and Paul (2015) explored the relationship between a company's corporate communication role and execution of its plan, and discovered that CEOs concentrate on branding and credibility while prioritizing internal communication.

Husain (2013), reviewed literature to study the link between organizational communication and organizational change. It highlighted the benefits of successful communication linked to enhanced employee efforts to plan and implement change strategies. The literature has found that communication's role in business organizations during change is essential to successful change management. Employees are the key sources of organizational change. A study by Khan and Zafar (2014) on the impact of organizational factors on organizational commitment in banking organizations in Pakistan established positive correlation between communication and organizational commitment. Employee level of job satisfaction is increased with clear communication on job roles, responsibilities and feedback on performance.

In a similar study by Rukmana, Sopiah and Nora (2018) to establish the effect of communication on organizational performance in Indonesia. It observed that healthier communications culminated in a high return on investment and institutions that communicated effectively, particularly from within, surpass organizations that did not. The study also found that Effective communication allows workers to feel close to the business and to realize how they can promote it through their acts. The study concludes that communication between workers fuels organizational performance and is a major contributor to organizational performance.

2.4 Summary of Literature Review

Table 2.1 presents the key studies reviewed, the objectives, major findings, the research gaps established and the contribution of the current study.

Table 2.1: Summary of Literature Review and Research Gaps

Author	Objective	Key Findings	Research Gap	Focus of the current Study
Bimani&Longfield (2010)	Factors affecting Effective Strategy Implementation in a Service Industry	Leadership is an important factor for successful implementation strategy in the service sector	The study was carried on Electricity distribution companies in Oman	The current study focused on NHIF, Kenya
Bushardt, Glascoff& Doty (2011)	Organizational culture, formal reward structure, and effective strategy implementation: A conceptual model	Organizational structure provides a visual explanation of the decision-making process and resource allocation.	No empirical evidence	The current study utilized primary data for analysis
Zaribaf&Bayrami (2010)	An effective factors pattern affecting implementation of strategic plans	The study establishes a negative effect between organizational strategy and restructuring	The study did not consider organizational restructuring as part of strategy implementation	The study considered organizational structure as a component of strategy implementation
Ahmadi, Salamzadeh, Daraei&Akbari (2012)	Link between organizational culture and strategy implementation	Strong correlation exists between organizational culture and strategy implementation	The study measured only a single dimension of strategy implementation (organizational culture)	The current study factored organizational culture among other measures of strategy implementation
Muchira (2013).	Relationship between strategy implementation and performance in commercial banks in Kenya	Strategy implementation influences organizational financial performance	The study focused on commercial banks	The current study was centred on NHIF
Khan &Zafar (2014)	Impact of organizational factors on organizational	The study established positive correlation between	The study measured one dimension of	The current study factored organizational

	commitment in banking organizations in Pakistan	communication and organizational commitment	strategy implementation (organizational communication)	communication among other measures of strategy implementation
Likewise, Janis & Paul (2015)	How Corporate Communication Influences Strategy Implementation, Reputation and the Corporate Brand: An Exploratory Qualitative Study	Positive relationship alignment between the function and strategy implementation	The study focused on qualitative	The current study used quantitative data
Mwongeli and Juma(2016), which is a non-profit making institution.	Conducted a case study at Safaricom Limited, Kenya on the effect of transformational leadership on employee performance. will focus on NHIF Kenya	Influence of transformational leadership on employee performance.	The study focused on a profit making institution	The current study focused on NHIF Kenya, which is a nonprofit making institution.

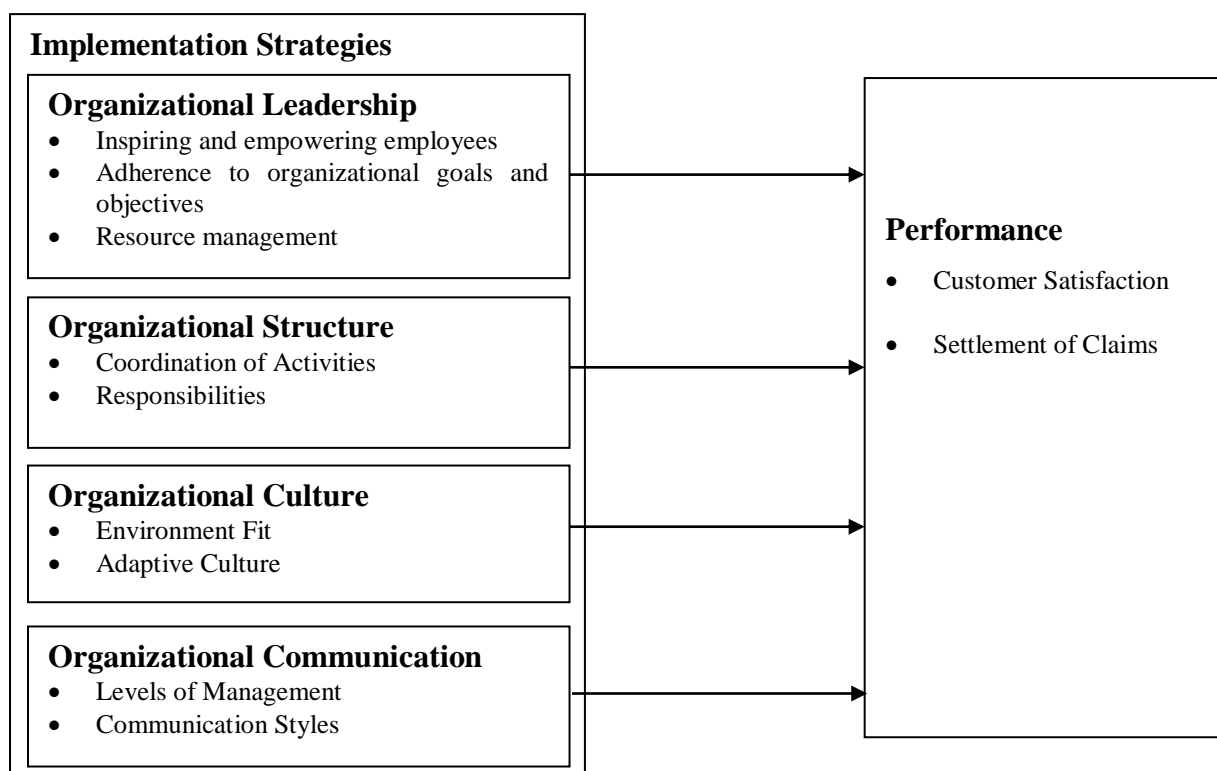
Source: Author (2019)

2.5 Conceptual Framework

A conceptual framework is a system of concepts, assumptions, beliefs, expectations and theories that support and inform the research. Kumar (2011) terms it a researcher's tentative explanation of the research. The purpose of a conceptual framework is to help the reader to quickly see the main variables to be studied, key factors, concepts and the presumed correlation pattern between them (Mathooko, 2011).

Independent Variable

Dependent Variable



Source: Author 2019

Figure 2.1 Conceptual Framework

The conceptual framework in this study illustrates the perceived link of four main sets of variables; organization leadership, organizational culture, organizational structure and internal communication (independent variables), and organisation performance (dependent variable). Based on the work of Richard *et al.*, (2010) the study adopted four components of Strategy Implementation namely Organizational Leadership, Organizational Structure, Organizational Culture and Organizational Communication. Leadership at a given company determines how their selected strategies are to be applied. Leadership is about influence by the leaders on their followers towards achieving organizational goals. There are particular attributes of leadership whose deployment in

organizations will enable employees and leaders to work towards the implementation of a chosen strategy (Armstrong, 2010).

Organization structure represents the manner in which tasks are grouped, coordinated and assigned to different members of the organization so as to achieve the organizational goals. Organizational culture has been postulated as a pattern of common beliefs, morals and norms that control interpersonal behavior of members of an organization and the way they relate with stakeholders (Adewale & Adeniji, 2013). Organizational communication signifies the amount and type of information that is passed over from management to employees, using various styles and channels. Organizational communication has gained attention in research due to its significance in organizational behavior. Effective communication supports employee commitment to organization since employees become aware of organizational expectations

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This study examined the role of strategy implementation on performance of NHIF. This chapter describes the methodology that was used to achieve the objectives of the study. These include the target population, sampling techniques, data collection and the data analysis and presentation techniques.

3.2 Research Design

The role of a research design is to ensure that the evidence gathered allows the researcher to deal objectively and as unequivocally as possible with the research question. The study adopted a descriptive research design, which is a process of collecting data in order to answer questions concerning the current status of the subject in the study (Zikmund, 2013). Kothari (2010) explains that a descriptive study gives a clear explanation of the characteristics of the population or situation being studied. In this study, the focus was to examine the role of strategy implementation on performance of NHIF. A descriptive survey allowed the researcher to describe specific behavior as it occurs in the environment.

3.3 Target Population

A target population relates to a particular population under study that the researcher wants to generalize the results of a study (Saunders, Lewis & Thornhill, 2009). A population has been described by Kothari (2017) as a group of people or elements with common observable characteristics. Target population of the study was obtained from National

Hospital Insurance Fund (NHIF) headquarters offices situated in community Nairobi County.

The target population was a total of 110 top management level staff working in the organization. These staff include: 5 Directors, 6 Heads of Department, 21 Managers, 6 Regional Managers and 72 Branch Managers. The list of the staff formed the sampling frame of the study.

Table 3.1: Target Population

Category	Frequency	Percentage %
Directors	5	5
Heads of Departments	6	5
Senior Managers	21	20
Regional Managers	6	5
Branch Managers	72	65
Total	110	100

Source: NHIF (2019)

3.4 Sample and Sampling Technique

A sample is a portion or part of the population that is selected for further analysis. Sampling is aimed at gaining an understanding of the characteristics of the entire population, based on the attributes of a sample (Gujarati & Porter, 2010). Because the sample was too small (110) the study opted for a census survey of all the population hence the sample size for the study was 110.

3.5 Data Collection Instruments

Primary and secondary data was collected for this study. According to Mugenda and Mugenda (2006), the choice of an instrument for data collection is mainly influenced by the subject's characteristics, research topic, data and expected performance. The primary data was obtained by using semi-structured questionnaires. Kothari (2017) believes that

collecting data by means of questionnaires saves time as a large amount of information can be collected, especially when there is a large population of interest. In comparison, secondary data are collected through published reports, such as strategic plans and annual reports.

3.6 Validity and Reliability of the Research Instrument

This section presents validity and reliability of the research instruments. The study conducted a pilot study and the data collected from the pilot study was conducted. A pilot study was conducted on 10% of the respondents that were not included in the final sample.

3.6.1 Validity of the Research Instrument

Validity refers to the extent to which a system checks what they want. If it is a representative sample of the subject universe of interest, a tool has material validity (Cooper & Schindler, 2006). The analysis must incorporate content validity to decide whether the quality of the evaluation tool will cover the representative sample of the determined construction domain.

In addition, the research would involve building validity to reach the instrument's validity. Construct validity refers to inferences that actually represent and calculate the construct evaluated by findings or measurement instruments. Construct validity also refers to the degree to which the underlying hypotheses arising from a concept-based theory are assisted by a measurement. It can be accomplished if the empirical evidence produced by a measure conforms to the theoretical rationale (Zikmund, 2013).

Convergent validity is the extent to which the scale coincides with other measures of the same type in the same direction. In addition, measurements of constructs that should logically be connected to each other are found to be interrelated. Therefore, the items ought to be in the same construct to demonstrate homogeneity. Items are only accurate with loadings on the intended factors (above 0.40) when they have correlations. The analysis used only items with values greater than 1.0 and loadings greater than 0.4, as suggested by Thomas and Magilvy (2011). Subsequently, factor analysis was carried out for each study parameter. The research also applied face validity to assess.

3.6.2 Reliability of the Research Instrument

Reliability is the extent to which a study generates the same findings in similar circumstances if repeated over and over again. This implies score consistencies are produced repeatedly over time or through raters (Heale & Twycross, 2015). The study used a reliability method of four measures. Next, the study must follow items that other researchers have tested for accuracy. First, the tool was pre-tested with 10 participants selected at random, but the final sample used in the analysis was in the same study.

Pre-testing the data collection instrument was done to determine if each question represented what it was intended to measure; whether all respondents responded similarly to the questions; and whether the choices made were important to the study. Cronbach's Alpha was also used by the researcher to demonstrate the degree to which a set of items can be considered as a single latent factor (Cronbach, 1951). Objects with a reliability value of 0.7 or higher indicated the accuracy of the instrument (Bonett & Wright, 2015).

3.7 Data Collection Procedure

The data required for the study was collected by use of a structured questionnaire. Questionnaires were distributed to the target population. In order to obtain information from the respondents, the researcher sought to address the purpose of the study and allay any fears by assuring them that the information will be strictly used for academic purposes only. The researcher obtained a letter of authorization and consent to collect data from the respondents was sought from the management of NHIF in Kenya.

3.8 Data Analysis and Presentation

Quantitative data was analyzed using inferential and descriptive statistical analysis using SPSS version 23 software which was presented through percentages, means and standard deviation. Multiple regression analysis model was used to assess the effect of the independent variables on the dependent variable. The following multiple regression model was used to measure the effect of strategy implementation on organizational performance.

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

Where:

Y- Is the dependent variable (Performance)

X₁, X₂, X₃, X₄ are independent variables

X₁ - Leadership

X₂ - Structure

X₃ - Culture

X₄ - Communication

β₀ - is the constant

ε - Error Term

3.9 Ethical Consideration in the Research

Participants were told not to write their names on the questionnaires or label the questionnaire in ways that would disclose their identity to ensure confidentiality and privacy of the answers. In addition, participants were told that they are not obligated to participate in the study in any way, and that they may also opt out at any stage in the study. Eventually, communications (email addresses and telephone numbers) was made available to participants so that they were able to contact the researcher should they wish to seek clarification on the study. Subjects were also clarified on the intent of the study; both in words and in writing and their consent was obtained. The questionnaire clearly outlined specific instructions about the purpose of the study and voluntary involvement in the research.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the research findings and discussions. The study conducted both descriptive and inferential statistics. Descriptive statistics include percentages, frequencies, means and standard deviation while inferential statistics include correlation and regression analysis. The study used regression analysis to test the effect of independent variables on the dependent variable.

4.2 Response Rate

The study administered a total of 86 questionnaires out of which 66 questionnaires were fully filled and returned. This represented a response rate of 77% as shown in Table 4.1. A response rate is important and according to Babbie (2004), a threshold of 50% is usually considered adequate for a descriptive study. These findings implied that the response was adequate for analysis since it was above 50% threshold recommended for this kind of study.

Table 4.1 Response Rate

Response rate	Frequency	Percent (%)
Returned Questionnaires	66	77%
Unreturned Questionnaires	20	23%
Total	86	100

Source: Research Data (2020)

4. Reliability Statistics

This section presents summary of the reliability results conducted to test the effectiveness of the research instrument to collect valid and reliable data.

Table 4.2 Reliability

Variables	Reliability Statistics		
	Cronbach's Alpha	N of Items	Conclusion
Organisational leadership	0.938	10	Scale is Reliable
Organisational Structure	0.840	7	Scale is Reliable
Organisational Culture	0.937	9	Scale is Reliable
Communication	0.840	6	Scale is Reliable
Performance	0.848	4	Scale is Reliable
Overall reliability	0.960	36	Instrument was Reliable

Source: Research Data (2020)

A pilot study was conducted on 10 respondents during the pilot study. Data collected during the pilot study was subjected to reliability analysis and results are presented in table 4.2. The results show that all the variables had a Cronbach Alpha of above 0.70 which implied that the scale used was reliable. The finding showed the research instrument in this study was reliable in collected the data required.

4.4 Demographic Characteristics

This section contains the results of demographic characteristics of the respondents. These characteristics include gender of the respondents, age bracket, highest level of education and working experience.

Table 4.3 Demographic Characteristics

Characteristics	Category	Frequency	Percent
Gender	Female	28	42.4
	Male	38	57.6
	Total	66	100
Age Bracket	18- 30yrs	10	15.2
	31-40 yrs	25	37.9
	41-50 yrs	25	37.9
	51 yrs. and over	6	9.1
	Total	66	100
Highest Level of Education	College education	3	4.5

	Undergraduate	32	48.5
	Post graduate	31	47
	Total	66	100
Work Experience	5 years & Less	10	15.2
	6 – 10 years	19	28.8
	11 – 15 years	17	25.8
	Over 15 years	20	30.3
	Total	66	100

Source: Research Data (2020)

The results in Table 4.3 show that 57.6% of the respondents were male while 42.4% were female. The finding showed that NHIF had both male and female in their management staff as stipulated in the constitution of Kenya. Gender distribution played a critical role in ensuring that opinions of both gender is catered for in this study hence the study reduced the eliminated the gender bias by ensuring the sample size contained both male and female employees.

The results on the age bracket of the respondent showed that equal percentage of 37.9% indicated they belonged to age bracket of between 31-40 years and 41–50 years respectively. These finding implied that majority of the employees at NHIF were middle aged individuals. Analyzing the age bracket of the respondent was critical because it ensured that both young and old employees views are incorporated in the study findings.

On the level of education, the results show that 48.5% had undergraduate degree, 47% had postgraduate level of education while 4.5% had college certificate as their highest level of education. The finding implied that majority of the respondent were highly educated. Education is attributed to competencies of employees therefore highly educated employees are also considered to be highly competent hence the study analyzed the

education level of employees to find out whether NHIF is managed by competent people who understand strategy implementation and how it impacts on organisation performance

Finally, the study sought to find out the work experience of the respondents, the results show that 30% had work experience of above 30 years, those with 11-15 years were 25.8%, 6-10 years were 28.8% while those below 5 years were 15.2%. These finding showed that employees with different working experience were include in the research. The study analyzes the experience of the respondents which enable the analysis of view of employees with different experience, more experienced employees understand the culture of the organisation while less experienced employees are able to identify part of the organisation culture that is retrogressive which negatively impact on performance.

4.5 Descriptive Statistics

In this section the study analyzed the descriptive results which showed how the respondents agreed and disagreed with various statements used to measure the study variables. The study used percentage, mean and standard deviation in descriptive analysis. Percentages showed the proportion of respondents that indicated various responses, mean showed the response with majority of the respondents while standard deviation showed the variation from the mean response.

4.5.1 Organizational Leadership and Organisation Performance

The first objective of the study was to determine the effect of organizational leadership on performance of NHIF, Kenya. The study asked the respondent whether NHIF in Kenya leadership has concrete vision for the future of the institution. The results are presented in table 4.4.

Table 4.4 Effect of Organisational Leadership on Organisational Performance

	N	Mean	Std Dev
NHIF leadership has concrete vision for the future of the institution	66	4.32	0.64
NHIF leadership takes total control over the strategy formulation and implementation process without allowing employee participation	66	3.42	1.01
NHIF leadership gathers as much information as they can from the employees on the strategy formulation and implementation process	66	3.27	1.00
NHIF leadership creates a conducive environment for implementation of the strategic plan	66	3.59	0.91
Leadership at NHIF has led to improved image of the organization	66	3.56	1.01
NHIF leadership offer strategic decisions in strategy implementation	66	3.68	0.90
We have leadership that inspires staff	66	3.48	1.27
We have a leadership that empowers staff	66	3.24	1.04
The leadership is keen to adhere to the stated organizational goals and objectives	66	3.76	0.95
The leadership is keen to manage resources efficiently	66	3.56	1.01
Average	66	3.59	0.97

Source: Research Data (2020)

The results showed that majority as shown by the mean of 4.32, SD= 0.64 agreed and strongly agreed respectively that NHIF leadership has concrete vision for the future of the institution. The study further sought to establish whether NHIF leadership takes total control over the strategy formulation and implementation process without allowing employee participation, the results showed that majority as shown by mean of 3.42, SD= 1.01, the respondent agreed and strongly agreed respectively, those who disagreed were neutral on the statement were very few. The result show that the statement on whether

NHIF leadership gathers as much information as they can from the employees on the strategy formulation and implementation process had a mean of 3.27, SD=1.00, which implied that some of the respondent agreed while other disagreed.

The study further sought out to find whether NHIF leadership creates a conducive environment for implementation of the strategic plan, the results showed that majority of the respondents agreed and strongly agreed respectively as indicated by the mean of 3.59, SD=0.91. A mean response of 3.56 indicated that majority of the respondent agreed that leadership at NHIF has led to improved image of the organization. The study further sought to find out whether NHIF leadership offer strategic decisions in strategy implementation, the results show that majority of the respondent agreed and strongly agreed respectively as indicated by the mean of 3.68 and SD = 0.90.

On whether, NHIF had leadership that inspires staff, the results show that the respondents agreed and strongly agreed respectively. The results also show that majority agreed and strongly agreed that they had a leadership that empowers staff. The statement on whether the leadership is keen to adhere to the stated organizational goals and objectives, had a mean response of 3.76, SD= 0.95, which showed that majority of the respondent agreed. The study further sought to find out whether leadership is keen to manage resources efficiently, The mean response of 3.56, SD=1.01 indicated that those who agreed were more than those who disagreed with the statement. The overall mean of 3.59, implied that majority of the respondent agreed with the statement on organization leadership.

4.5.2 Organisational Structure and Organisational Performance

The second objective of the study was to establish the effect of organizational structure on performance of NHIF, Kenya. The results for descriptive analysis are presented in table 4.6.

Table 4.6 Effect of Organisational Structure on Organisational Performance

	N	Mean	Std Dev
Decisions in NHIF are made at the top management level	66	4.42	0.50
NHIF has large number of written rules and regulations on job performance	66	4.00	0.70
Employees in NHIF conform to the documented standards of conduct	66	3.91	0.67
NHIF has clear levels of responsibility and accountability	66	3.76	0.80
Authority in NHIF is delegated to employees to act on their own	66	3.11	1.11
The existing organizational structure is adequate in coordinating work activities	66	3.76	0.84
The existing structure facilitates distribution of responsibilities to staff in Depts. at different levels of hierarchy	66	3.94	0.72
Aggregate		3.84	0.76

Source: Research Data (2020)

The results presented in Table 4.6 show that majority of the respondent agreed on statement on whether decisions in NHIF are made at the top management level (mean response =4.42, SD=0.50), on whether NHIF had large number of written rules and regulations on job performance (mean =4.00, SD=0.70), whether employees in NHIF

conform to the documented standards of conduct (mean=3.91, SD=0.67) and on whether NHIF had clear levels of responsibility and accountability (mean=3.76, SD=0.80).

Similarly, the results show that respondents agreed and strongly agreed that the existing organizational structure is adequate in coordinating work activities, and that the existing structure facilitates distribution of responsibilities to staff in Depts. at different levels of hierarchy. On the other hand, a significant percent of respondent disagreed that authority in NHIF is delegated to employees to act on their own. The findings implied that organisational structure at NHIF favored employees' performance except on authority delegation of employees.

4.5.3 Organisational Culture and Performance

The study further sought to evaluate the effect of organizational culture on performance of NHIF, Kenya. Table 4.7 presents the descriptive analysis results that sought to find the type of organisation culture at NHIF.

Table 4.7 Organisational Culture on Organisational Performance

	N	Mean	Std Dev
Culture of employees at NHIF encourages work commitment	66	3.76	0.72
NHIF has a culture that emphasizes on performance	66	3.95	0.94
We have a culture that is flexible	66	3.76	0.95
The prevailing culture enables NHIF to adopt to changing market demands	66	3.71	0.87
The culture promotes continuous learning	66	3.36	1.03
We feel that the organization properly fits in its environment	66	3.73	0.83
The existing culture promotes teamwork	66	3.73	0.81

The existing culture is result oriented	66	3.7	0.94
We have a culture that is flexible	66	3.58	1.04
Average		3.7	0.9

Source: Research Data (2020)

The results show that majority as shown by the mean of 3.76, SD=0.72 the respondents agreed and strongly agreed that culture of employees at NHIF encourages work commitment. The results further show that majority of the respondents agreed that NHIF had a culture that emphasizes on performance as indicated by the mean response of 3.95, SD=0.94. The respondents also agreed with statements on existence of a culture that is flexible, on whether the prevailing culture enables NHIF to adapt to changing market demands, on a culture promotes continuous learning, on existing culture is result oriented, on existing culture promotes teamwork and finally on feel that the organization properly fits in its environment. The findings implied that NHIF had supportive culture that could promotes and provide a conducive environment for employees have high work commitment to enhance their performance.

4.5.3 Communication and Performance

The final objective of the study was to analyze the effect of organizational communication on performance of NHIF, Kenya. Table 4.8 presents the descriptive results that sought to analyse the channels and type of the communication strategy at is used at NHIF.

Table 4.8 Communication on Organisational Performance

	N	Mean	Std Dev
The vision of NHIF is shared among the employees from time to time	66	4.08	0.77
There is a deliberate program at NHIF to explain the goals and objectives of the organization in order to foster acceptability and good relationship between employees and the management	66	4.05	0.85
The Management emphasizes giving feedback to all whether positive or negative	66	3.77	0.8
The organization emphasizes open door policy among all stakeholders	66	3.68	0.81
Original Policies are well documented and distributed to all	66	4.12	0.95
There are clear lines of communication across all levels of management hierarchy	66	3.94	1.04
Aggregate		3.94	0.87

Source: Research Data (2020)

The study sought to find out whether vision of NHIF is shared among the employees from time to time, the results show that majority the respondent as shown by mean of 4.08, SD= 0.77 agreed and strongly agreed. The results also showed that majority as indicated by the mean of 4.05, SD=0.85 agreed that there is a deliberate program at NHIF to explain the goals and objectives of the organization in order to foster acceptability and good relationship between employees and the management.

The results also showed that majority of the respondents agreed with the statement on whether management emphasizes giving feedback to all whether positive or negative and whether the organization emphasizes open door policy among all stakeholders. The results show that majority of the respondents agreed and strongly agreed that original

policies are well documented and distributed to all. On whether there are clear lines of communication across all levels of management hierarchy, the results show that majority agreed and strongly agreed as indicated by mean response of 3.94, SD=1.04. The overall mean score of 3.94 confirmed that majority of the respondents were satisfied with communication at NHIF.

4.5.3 Organisation Performance

In this section, performance was analyzed in terms customer satisfaction, customer complaints, and increase in premiums and reduction in time taken to settle claims.

Table 4.9 Organisation Performance

	1-5%	5-10%	10-15%	15-20%	20-25%	Mean	Std Dev
In the last 5 years NHIF has experienced an increase in Customer Satisfaction by	0.0%	4.5%	27.3%	16.7%	51.5%	4.15	0.98
In the last 5 years NHIF has experienced Reduction in Customer Complaints by	10.6%	27.3%	16.7%	28.8%	16.7%	3.14	1.29
In the last 5 years NHIF has experienced an Increase in Premiums by	0.0%	9.1%	25.8%	19.7%	45.5%	4.02	1.05
In the last 5 years NHIF has experienced Reduction in Time taken to Settle claims	15.2%	10.6%	19.7%	37.9%	16.7%	3.30	1.30
Aggregate						3.65	1.16

Source: Research Data (2020)

The results show that majority of the respondents ranked customer satisfaction and increase in premiums to have increased by 15-20% while customer complaints reduced by 10-15%, similarly taken to settle claims according to majority of the respondent decreased by 10-15%. The finding indicated that NHIF performance well in customer

satisfaction and premium collection while performed poorly in handling of customer complaints and time taken to settle claims.

4.6 Inferential Analysis

This section presents the results for inferential statistics the study adopted to test the effect of independent variables on the dependent variables. The tests used include correlation analysis and regression analysis. Correlation analysis was used to test the strength of the association between independent variables and dependent variable while regression was used to test the effect of independent variables on dependent variable.

4.6.1 Correlation Analysis

This section presents the results for correlation analysis that was conducted to test the nature and strength of the association between independent and dependent variables.

Table 4.10 presents the correlation matrix.

Table 4.10 Correlation Matrix

		Organisational leadership	Organisational Structure	Organisational Culture	Communication	Performance
Organisational leadership	Pearson Correlation	1				
Organisational Structure	Pearson Correlation	.674**	1			
Organisational Culture	Pearson Correlation	.504**	.691**	1		
Communication	Pearson Correlation	.690**	.542**	.550**	1	
Performance	Pearson Correlation	.331**	.358**	0.163	.536**	1
	Sig. (2-tailed)	0.007	0.003	0.190	0.000	
	N	66	66	66	66	66

** Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data (2020)

The results of Correlation analysis presented in Table 4.10 show that organisational leadership and performance had a Pearson correlation $r= 0.331, p=0.000$). These results indicated that organisational leadership had a moderate positive association with performance. The findings further show that increased in organisational leadership would result to increase in performance of NHIF. The results further implied that there is direct relationship between organisational leadership and performance. The finding concurred with Cater and Pucko (2010), who found that poor leadership, is one of the biggest barriers in the successful implementation of the strategy and performance. The findings support those of Matanda and Ewing (2012) who explained the Board's role to ensure that personnel, procedures and the vision envisaged for the company are continued. Similarly, Popa (2012) also found a positive correlation between organizational leadership and organizational culture. The study concluded that organizational performance is directly linked to the effective leadership and the significance of the managers' ideals, principles, present prospects and restraints at a particular time.

The results presented in Table 4.10 also show that organisational structure and performance had a Pearson correlation $r= 0.358, p=0.000$) which also confirmed a direct association between organisation structure and performance. Increased in organisational structure at NHIF would result in increase in performance. The study finding supports those of Zaribaf and Bayrami (2010) who found that too often the attempts of restructuring spur unplanned discarding of knowledge that might have been recycled in another context for future growth. Similarly, the study finding concurred with Emeka, Amaka and Ejim (2015) who noted that the organizational structure of pharmaceutical manufacturing companies improved performance apart from its growth target.

The results show that organisation culture and performance had a correlation $r= 0.163$ which indicated that organisational culture had weak positive association with performance. Increase in favourable organisation culture would improve the performance at NHIF. The study agreed with a study by Brenes and Mena (2012) that concluded that organizational culture promoting principles and values in the new strategy contributed to the successful implementation of the strategies in the studied firms. They also found that 86% of the best companies viewed culture as closely correlated with strategy compared to just 55% of the less successful companies. They also found that 86% of the best companies viewed culture as closely correlated with strategy compared to just 55% of the less successful companies.

Finally, communication and performance had a correlation $r= 0.536$ which implied that association between communication and performance was strong, positive and significant. Increasing communication at NHIF would significantly improve performance according to these findings. These findings supported a study by Khan and Zafar (2014) that found that employee level of job satisfaction is increased with clear communication on job roles, responsibilities and feedback on performance.

4.6.2 Multivariate Regression Analysis

Multivariate regression was fitted to test whether strategy implementation (communication, organisational structure, organisational leadership, and organisational culture) significantly predicted firm performance of NHIF.

Table 4.11 Analysis of Coefficient of determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.726 ^a	.527	.496	.68396

a. Predictors: (Constant), Communication, Organisational Structure, Organisational leadership, Organisational Culture

Source: Research Data (2020)

The model fitted had R Square =0.527 which show, organisational leadership, organisational structure, organisational culture and communication explained 52.7% of the variation in performance of firm performance of NHIF. These findings show that organisational leadership, organisational structure, organisational culture and communication are significant predictor variables of firm performance.

Table 4.12 Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.824	4	7.956	17.008	.000b
	Residual	28.535	61	0.468		
	Total	60.36	65			

a Dependent Variable: Performance

b Predictors: (Constant), Communication, Organisational Structure, Organisational leadership, Organisational Culture

Source: Research Data (2020)

The results in Table 4.12 show ANOVA results of the model fitted to test the effect of organisational leadership, organisational structure, organisational culture and communication on performance of NHIF. The results show F-statistics =17.008, p-value =0.000 which was less than 0.05. The study therefore failed to reject the null hypothesis that model fitted had a goodness of fit. These results established that organisational leadership, organisational structure, organisational culture and communication significantly explained performance of NHIF since the model was statistically significant

at 5 percent level of significance and could be adopted to predict the effect of strategy implementation on performance.

Table 4.13 Analysis of Coefficients

	B	Std. Error	Beta	t	Sig.
(Constant)	0.446	0.657		0.679	0.499
Organisational leadership	0.266	0.193	0.218	1.38	0.173
Organisational Structure	0.654	0.218	0.38	3.000	0.004
Organisational Culture	1.214	0.227	0.934	5.348	0.000
Communication	1.300	0.202	0.880	6.446	0.000

a Dependent Variable: Performance

Source: Research Data (2020)

The optimal model therefore became;

$$P = 0.446 + 0.266 OL + 0.654 OS + 1.214 OC + 1.300 CO + \varepsilon$$

Where

P = Composite index of performance

OL = Organisational leadership

OS = Organisational Structure

OC = Organisational Culture

CO = Communication

ε = Error Term

The results in Table 4.13 show that the coefficient for organisational leadership was $\beta=0.266$, $p=0.173 > 0.05$. The findings show that organisational leadership had a positive but insignificant effect on firm performance of NHIF. The results further show that increase in organisational leadership would result to increase in performance of NHIF by

0.266units. These study findings failed to agree with Popa (2012) concluded that organizational performance is directly linked to the effective leadership and the significance of the managers ' ideals, principles, present prospects and restraints at a particular time.

The results in Table 4.13 show that the coefficient for organisational structure was $\beta=0.654$, $p=0.004<0.05$. The findings show that organisational structure had a positive and significant effect on firm performance of NHIF. The results further show that increase in organisational structure would result to increase in performance of NHIF by 0.654units. The study finding supports those of Zaribaf and Bayrami (2010) who found that too often the attempts of restructuring spur unplanned discarding of knowledge that might have been recycled in another context for future growth. Similarly, the study finding concurred with Emeka, Amaka and Ejim (2015) who noted that the organizational structure of pharmaceutical manufacturing companies improved performance apart from its growth target.

The results further show that the coefficient for organisational culture was $\beta=1.214$, $p=0.000<0.05$. The findings show that organisational culture had a positive and significant effect on firm performance of NHIF. The results further show that increase in organisational culture would result to increase in performance of NHIF by 1.214units. The study agreed with a study by Brenes and Mena (2012) that concluded that organizational culture promoting principles and values in the new strategy contributed to the successful implementation of the strategies in the studied firms.

The results further show that the coefficient for communication was $\beta=1.300$, $p=0.000<0.05$. The findings show that communication had a positive and significant effect on firm performance of NHIF. The results further show that increase in communication would result to increase in performance of NHIF by 1.300units. These finding supported a study by Khan and Zafar (2014) that found that employee level of job satisfaction is increased with clear communication on job roles, responsibilities and feedback on performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of the research findings. The summary presented in this section was based on the specific research questions that guided the research. The chapter further presents the conclusion derived from the research findings and finally recommendation for improvement and policy formulation.

5.2 Summary

The first objective of the study was to determine the effect of organizational leadership on performance of NHIF, Kenya. The descriptive analysis finding showed that majority of the respondents agreed with the statements on influence of organization leadership on performance. The correlation results indicated that organisational leadership had a moderate positive association with performance. The findings further show that increased in organisational leadership would results to increase in performance of NHIF. The results further implied that there is direct relationship between organisational leadership and performance. The regression analysis results show that organisational leadership had a positive but insignificant effect on firm performance of NHIF. The results further show that increase in organisational leadership would result to increase in performance of NHIF.

The second objective of the study was to establish the effect of organizational structure on performance of NHIF, Kenya. The descriptive findings implied that organisational structure at NHIF favored employees' performance except on authority delegation of employees. The finding of correlation analysis showed that organisational structure and

performance had a positive and significant association between organisation structure and performance. The regression analysis findings also show that organisational structure had a positive and significant effect on firm performance of NHIF. The results further show that increase in organizational structure would result to increase in performance of NHIF.

The study further sought to evaluate the effect of organizational culture on performance of NHIF, Kenya. The descriptive analysis findings implied that NHIF had supportive culture that could promote and provide a conducive environment for employees have high work commitment to enhance their performance. The findings of correlation and regression analysis showed that organisational culture had a positive and significant effect on firm performance of NHIF. The results further show that increase in organisational culture would result to increase in performance of NHIF.

The final objective of the study was to analyse the effect of organizational communication on performance of NHIF, Kenya. The descriptive analysis results confirmed that majority of the respondents were satisfied with communication at NHIF. The correlation analysis findings show that communication had a positive and significant effect on firm performance of NHIF. The regression results further shows that increase in communication would result to increase in performance of NHIF.

5.3 Conclusions of the Study

This study concluded that strategy implementation factors which include organisation structure, organisation culture and communication play a significant role in firm performance. Organisations that have structures for effective decisions making, there are rules and regulations on job performance and have existing structure that facilitate

distribution of responsibilities to staff in Departments. at different levels of hierarchy succeed in strategy implementation hence significantly improving their performance. Similarly, effective organisational culture such as a culture that encourages work commitment, emphasizes on performance and promotes continuous learning provide adequate environment for increased firm performance.

Organizational communication is an essential part of strategy implementation when it has vision shared among the employees from time to time, foster acceptability and good relationship, emphasizes giving feedback, emphasizes open door policy among all stakeholders and has clear lines of communication across all levels of management hierarchy. Organisations that have communication that reinforces on these aspects improve firm performance.

5.4 Recommendations of the Study

The study made the following recommendation based on the study findings; to improve strategy implementation and firm performance, organisation leadership must be careful when taking control over the strategy formulation and implementation process to ensure that employees are incorporated at all stages to reduce resistance. The organisation leadership and management should further ensure that all the staff are empowered and inspired towards the common goal. The study further recommends that top management of organisational should adopt an organisation structure that encourages effective decisions making, has rules and regulations on job performance and have existing structure that facilitate distribution of responsibilities to staff in Departments. at different levels of hierarchy in order to succeed in strategy implementation and improving performance. Top management of organisation should lead in adoption of a culture that

encourages work commitment, emphasizes on performance and promotes continuous learning to provide adequate environment for increased firm performance.

The study also recommends that organisations must always encourage communication throughout the organisation by encouraging acceptability and good relationship, giving feedback, open door policy and clear lines of communication across all levels of management hierarchy to enhance performance of their organisations.

5.5 Suggestions for Further Research

This study showed that strategy implementation such as organizational leadership, organizational structure, organizational culture and communication explained only 52.7% of the variation in performance of firm performance of NHIF. Therefore, further studies should focus on factors that explain the remaining variation in performance of NHIF. The study further focused on only four aspects of strategy implementation; further research should focus on other aspects on strategy implementation not included in this study that affect firm performance. Finally, the effect of organisational leadership was found to be insignificant, further studies should be undertaken to address this conflicting result by focusing on different contexts using different methodologies.

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APPENDICES

Appendix I: Introduction Letter

Brenda Simiyu

P.O Box: 43844-00100 Nairobi.

Tell No:

Dear Respondent,

RE: COLLECTION OF DATA

I am a Student in Kenyatta University. As part of the requirement for the award of the Degree, I 'am expected to undertake research study on the role of strategy implementation on organization performance at the NHIF Kenya. I'm therefore seeking your assistance to fill the Questionnaires hereby attached. The questionnaire will take about twenty minutes to complete. Kindly answer all the questions.

Thanks for yours assistance.

Brenda Simiyu

Kenyatta University.

Appendix II: Questionnaire

This questionnaire is meant to collect information on “the role of strategy implementation on organization performance at the NHIF Kenya.”. The information is being sought solely for academic purposes and will be treated with confidentiality. Please answer the questions below by ticking the boxes provided or writing a brief statement as required.

SECTION A: GENERAL INFORMATION

1. Your Gender:

- a. Male []
- b. Female []

2. Please indicate your age bracket

- a) 18- 30yrs []
- b) 31-40 yrs. []
- c) 41–50 yrs. []
- d) 51 yrs. and over []

3. What is your highest level of education?

- a) College education []
- b) Undergraduate { }
- c) Post graduate []
- d) Professional qualification

4. Work Experience

- a) 5 years & Less []
- b) 6 – 10 years []
- c) 11 – 15 years []
- d) Over 15 years []

SECTION B: ORGANIZATIONAL LEADERSHIP

This section measures the effect of organisational leadership on performance at National Hospital Insurance Fund in Kenya. Tick as appropriate Where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree 1= Strongly Disagree

No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	NHIF leadership has concrete vision for the future of the institution					
2	NHIF leadership takes total control over the strategy formulation and implementation process without allowing employee participation					
3	NHIF leadership gathers as much information as they can from the employees on the strategy formulation and implementation process					
4	NHIF leadership creates a conducive environment for implementation of the strategic plan					
5	Leadership at NHIF has led to improved image of the organization					
6	NHIF leadership offer strategic decisions in strategy implementation					
7	We have leadership that inspires staff					

No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	NHIF leadership has concrete vision for the future of the institution					
8	We have a leadership that empowers staff					
9	The leadership is keen to adhere to the stated organizational goals and objectives					
10	The leadership is keen to manage resources efficiently.					

SECTION C: ORGANIZATIONAL STRUCTURE

This section measures the effect of organisational structure on performance at National Hospital Insurance Fund in Kenya. Where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree 1= Strongly Disagree

No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Decisions in NHIF are made at the top management level					
2	NHIF has large number of written rules and regulations on job performance					
3	Employees in NHIF conform to the documented standards					

No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	of conduct					
4	NHIF has clear levels of responsibility and accountability					
5	Authority in NHIF is delegated to employees to act on their own.					
6	The existing organizational structure is adequate in coordinating work activities.					
7	The existing structure facilitates distribution of responsibilities to staff in Depts. at different levels of hierarchy					

SECTION D: ORGANISATION CULTURE

This section measures the effect of organisational culture on performance at National Hospital Insurance Fund in Kenya Tick as appropriate. Where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree 1= Strongly Disagree

No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	Culture of employees at NHIF encourages work commitment.					
2	NHIF has a culture that emphasizes on performance					
3	We have a culture that is flexible					
4	The prevailing culture enables NHIF to adopt to changing market demands					
5	The culture promotes continuous learning					
6	We feel that the organization properly fits in its environment					
7	The existing culture promotes teamwork.					
8	The existing culture is result oriented					
9	We have a culture that is flexible					

SECTION E: COMMUNICATION

This section measures the effect of communication on performance at National Hospital Insurance Fund in Kenya Tick as appropriate. Tick as appropriate Where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree 1= Strongly Disagree

No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The vision of NHIF is shared among the employees from time to time					
2	There is a deliberate program at NHIF to explain the goals and objectives of the organization in order to foster acceptability and good relationship between employees and the management.					
3	The Management emphasizes giving feedback to all whether positive or negative					
4	The organization emphasizes open door policy among all stakeholders.					
5	Original Policies are well documented and distributed to all.					
6	There are clear lines of communication across all levels of management hierarchy					

SECTION F: ORGANIZATIONAL PERFORMANCE

This section measures the effect of communication on performance at National Hospital Insurance Fund in Kenya Tick as appropriate. By using a scale of varying percentages, please tick in the box in relation to how they affect organizational performance.

Statements on organizational performance	1-5%	5-10%	10-15%	15-20%	20-25%
In the last 5 years NHIF has experienced an increase in Customer Satisfaction by					
In the last 5 years NHIF has experienced Reduction in Customer Complaints by					
In the last 5 years NHIF has experienced an Increase in Premiums by					
In the last 5 years NHIF has experienced Reduction in Time taken to Settle claims					

Appendix III: Kenyatta University Letter of Approval



**KENYATTA UNIVERSITY
GRADUATE SCHOOL**

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/CTY/PT/37420/2017

DATE: 27th August, 2020

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR BRENDA SIMIYU D53/CTY/PT/37420/2017

I write to introduce Ms. Brenda Simiyu who is a Postgraduate Student of this University. He is registered for M.B.A degree programme in the Department of Business Administration.

Ms. Simiyu intends to conduct research for a M.B.A Project Proposal entitled, "Strategy Implementation and Organizational Performance. A Case Study of National Hospital Insurance Fund in Kenya".

Any assistance given will be highly appreciated.






Yours faithfully,

PROF. ELISHIBA KIMANI
DEAN, GRADUATE SCHOOL



EK/nn

Appendix IV: Nacosti Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 330766	Date of Issue: 04/September/2020
RESEARCH LICENSE	
	
This is to Certify that Ms. Brenda Machunga Simiyu of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: STRATEGY IMPLEMENTATION AND ORGANIZATIONAL PERFORMANCE. A CASE STUDY OF NATIONAL HOSPITAL INSURANCE FUND IN KENYA for the period ending : 04/September/2021.	
License No: NACOSTI/P/20/6523	
330766 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
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