

**INFLUENCE OF MANAGERIAL FACTORS ON IMPLEMENTATION OF  
STRATEGIC PLANS AT NATIONAL HEALTH INSURANCE FUND, KENYA**

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**A Research Project Report Submitted to Graduate School in partial fulfillment of  
the Requirements of the conferment of the Degree of Master of Business  
Administration of Laikipia University.**

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## DECLARATION AND RECOMMENDATION

### Declaration

This is my original research project, and it has not been submitted for the award of a degree or diploma in this or any other institution.

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## **DEDICATION**

This project is dedicated to my family for their unwavering love and support. To my mum who has walked with me every step of this journey. To my dad in loving memory. To my siblings, Gachie and Wangechi who constantly made fun of me for taking way too long to complete this project but despite this, they were my sounding boards. My wonderful daughter who has always been my greatest cheerleader.

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## ABSTRACT

One of Kenya's long-term strategic goals is to enhance Kenyans' overall well-being and indicators by moving the focus from curative to preventative treatment and improving health-care services. Over time, the National Health Insurance Fund (NHIF) has developed strategic plans to guarantee increased service efficiency. However, it remains unclear whether NHIF has been effectively implementing these plans owing to its reported unsatisfactory performance. This purpose of the study was to investigate the influence of managerial factors on implementation strategic plans at NHIF, Kenya. The specific objectives were to: examine the influence of leadership styles; assess the influence of resource allocation; evaluate the influence of managerial skills, and analyze the influence of staff motivation on implementation of strategic plans at NHIF, Kenya. The study was underpinned by the following theories; path-goal theory, dynamic capability theory, contingency management theory and expectancy theory of motivation. The study adopted a descriptive research design. The target population was 178 employees which comprised senior management, middle-level management, and technical staff from the three NHIF branches located in Nairobi metropolis namely; Nairobi region, Industrial area, and Westlands. A sample size of 124 respondents was determined using the Yamane formula. Stratified sampling technique was used for selecting participants in the study. The research instrument was a structured questionnaire which was administered using drop and pick method. Data analyses involved both descriptive and inferential statistics. Descriptive statistics included means, frequency and standard deviation while inferential analysis involved multiple regression analyses. Research hypotheses were tested using student t-test approach at 95% level of confidence. The findings of the study indicated that leadership styles, resource allocation, managerial skills and staff motivation had a positive and statistically significant influence on implementation of strategic plans at NHIF, Kenya. Hence, the study concluded that implementation of strategic plans at NHIF, Kenya was influenced by leadership styles, resource allocation, managerial skills and staff motivation at various degrees across the different management levels. The study recommends that NHIF should focus on enhancing its leadership practices, allocate adequate resources, invest in continuous managerial skills enhancement and adopt a working environment that fosters staff motivation in order to ensure successful implementation of strategic plans. The findings of the study are expected to; serve as a theoretical foundation for scholars, researchers and academicians undertaking studies in the area, formulation of relevant policies to enhance strategy implementation in public organizations and assist management at NHIF to focus on the key success factors for implementation of strategic plans.

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## **ABBREVIATIONS AND ACRONYMS**

|               |   |   |
|---------------|---|---|
| <b>CEO</b>    | : | Chief Executive Officer                           |
| <b>DC</b>     | : | Dynamic Capabilities                              |
| <b>DCT</b>    | : | Dynamic capability theory                         |
| <b>KHSSPI</b> | : | Kenya Health Sector Strategic and Investment Plan |
| <b>MOH</b>    | : | Ministry of Health                                |
| <b>NGO</b>    | : | Non-Governmental Organizations                    |
| <b>NHIF</b>   | : | National Health Insurance Fund                    |
| <b>NSSF</b>   | : | National Social Security Fund                     |
| <b>POS</b>    | : | Point of Service                                  |
| <b>SOEs</b>   | : | State Owned Enterprises                           |

## OPERATIONAL DEFINITION OF TERMS

|                            |  |
|----------------------------|--|
| <b>Leadership Style</b>    | It is the behavioral pattern a manager uses to influence employees to integrate organizational and personal interests to achieve goals or objectives   |
| <b>Managerial Factors</b>  | They encompass a diverse range of elements crucial to effective leadership and organizational success implementation of strategies. They address leadership styles, resource allocation; management skills, and staff motivation.  |
| <b>Managerial Skills</b>   | The capacity for conceptual understanding, idea development, and strategy implementation that incorporates communication skills, behavior in response to stimuli, and negotiation techniques   |
| <b>Motivational System</b> | To maintain a smooth reward system, how to recognize and reward staff for their performance in the organization, which may include both monetary and non-monetary benefits, and to comply with the plan, policies, strategies, and reward framework developed by the organization. |
| <b>Resource Allocation</b> | The process and strategy involving an organization deciding where resources should be allocated in the achievement of organizational goals   |
| <b>Strategic Plan</b>      | A document that articulates both the decisions made about the organizational goals and the ways in which they will be achieved.  |

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

The enduring challenges frequently encountered within the realm of strategic management pertain to the consistently elevated level of failure associated with strategy implementation efforts over the years. According to extensive findings from academic literature, between 60 to 90 percent of strategies unfortunately do not achieve their intended objectives, with a mere fraction, less than 15 percent, achieving the desired levels of successful execution despite best intentions and profound planning strategies. In the health sector, the ramifications of ineffective strategic plan implementation are deeply felt by the governments around the world, leading to a myriad of consequences that resonate throughout the national health-care system (Dlamini, Mazenda, Masiya, & Nhede 2020)

This persistence of strategy implementation failure underscores the complex and multifaceted nature of strategic decision-making processes and highlights the critical importance of insightful and adaptive managerial approaches in navigating the intricacies of modern organizational environments. The prevalence of such high failure rates in strategy execution signifies the pressing need for organizations to continuously reassess and realign their strategic initiatives with shifting market dynamics and internal capabilities to enhance the likelihood of attaining sustainable competitive advantage and organizational success. Addressing this pervasive issue requires a profound understanding of the underlying factors contributing to strategy implementation failure, fostering a culture of responsiveness and innovation, and developing robust mechanisms for monitoring and evaluating strategic progress to foster a culture of continuous learning and improvement (Jingwei, 2023).

When strategic plans fail to be executed efficiently, the delivery of essential services to the population is compromised, resulting in a significant strain on resources and hindered development of health-care infrastructure. Government agencies tasked with overseeing public health initiatives often face challenges in meeting the diverse needs of society,

leading to gaps in service delivery and limited access to quality care for vulnerable populations. Furthermore, the repercussions of poor strategic plan implementation extend beyond the immediate health-care implications, impacting the overall socioeconomic development of the country. Osei Afriyie et al. (2021) highlighted these feelings. These included lack of transparency, weak accountability on revenues generated, and limited resources which were some of the factors that governance factors could use to facilitate the implementation of health financing reforms.

Inadequate allocation of resources, sub-optimal coordination among stakeholders, and a lack of transparency in decision-making processes further exacerbate the challenges faced by the government in addressing health sector deficiencies. As a result, a comprehensive review of strategic planning practices and a concerted effort to enhance implementation mechanisms are essential to ensure the effective functioning of the health sector and the sustainability of government-led health-care initiatives. It is imperative for authorities to prioritize strategic plan execution, foster collaboration among key stakeholders, and establish monitoring mechanisms to evaluate the impact of implemented strategies, thereby creating a more resilient and responsive health-care system that can better serve the needs of the population (Wang, Wu, Gu, & Hu, 2021),

According to Shopati, Mitonga, and Aipinge (2018), the Namibian Commission for strategic plan execution in public health-care faced problems. Even if Namibia had the best strategic policies, the largest issue was effectively implementing strategic decisions, which frequently failed during the implementation phase. However, the commission did not explain what these obstacles were or at what level of the organizational structures the implementation occurred. The senior managers of health-care organizations were, nonetheless, determined to face several barriers and curb issues that greatly contributed to the experiment of quantifying, testing, and judiciously applying execution tactics that worked in the health-care sector. So far, the researchers have been investigating and validating active failure reasons for strategic plan execution in Namibian state health-care. The government eventually determined that the four variables - contextual dimensions, content dimensions, operational dimensions, and structural dimensions - were the primary causes of strategic plan failure in public health care.

Jingwei (2023) examined improvements in China's health system and concluded that scaling up increases the coverage of health innovations originating from pilots and experimental projects and that it is necessary to achieve broad recognition in the global health arena. It was concluded that to allow for local adaptation and policy improvement, scaling up in the health sector shouldn't simply follow a 'pilot-diffusion' pattern. The research also found that expanding by piloting helped Chinese government officials minimize the extensive uncertainties linked to complex payment changes, while also enhancing the customization of payment solutions for providers. This approach created a step-by-step process for introducing new payment models, evaluating them, contrasting them, and modifying them across various local settings before rolling them out nationally.

This phased approach offered a more gradual yet more efficient outcome, which was beneficial in reducing the long-term negative impacts of poorly managed expansion in a complex system. It was concluded that identifying and fixing mistakes, along with adjusting new policy instruments, played a key role in enhancing and adjusting policies at the national level. Important traits were identified as vital for successful expansion, such as the need for leadership from the center, a practical approach to piloting, proficient staff skills, and efficient processes for learning from policies. Other factors that contributed to the success of implementing projects include the active involvement of stakeholders, proper distribution of resources, and a robust system for monitoring and assessing progress.

On the other hand, setbacks were linked to problems like inadequate funding, weak institutional capacity, and a lack of support from important stakeholders. According to the European Parliamentary Research Service's (2022) briefing, the European Union's 2010 approach to global health was broadly outlined by the message from the Commission and the decisions made by the Council marked the initial policy of the European Union on the matter. This strategy emphasized development policy and, although comprehensive, aimed to ensure consistency in policies and programs at both national and international levels, concentrating on global health governance, achieving

universal health coverage (UHC), and the necessity to enhance health systems and research.

Measures to strengthen global and third-country capacities were primarily used to protect against global health threats. However, a civil society shadow strategy document on global health argued that while the 2010 Global Health Strategy helped clarify the EU's global health principles and priorities, its implementation was flawed and lacked the necessary coherence and consistency in policies and programs. This could be partly explained by the strategy's lack of clearly defined operational priority areas, as well as the EU's failure to set clear and measurable targets or put in place a monitoring and reporting framework to assess progress. In the absence of clear accountability mechanisms, EU actors in the field of global health, including the European Commission, its relevant Directorates-General, agencies dealing with health, development, and research policies, and Member States, pursued their mandates, thus hindering the effective coordinated implementation of the objectives set out in the EU's Global Health Policy of 2010.

Given that the concept is focused on development policies, the lack of ownership of the strategy by these health actors appears to have contributed to the failure of its implementation. Skilled managers are recruited to help the organization accomplish its objectives and goals. As competition increases, managers must develop strategic thinking skills and superior decision-making abilities. How to achieve desired organizational outcomes in South Africa has been hotly debated among academics and practitioners. Organizational strategy is critical to sustaining a company's competitive advantage in the face of a complex and uncertain future. Effective strategic management frameworks have enabled managers to prioritize complex issues and accelerate the decision-making process (Dlamini et al., 2020). At the same time, they have enabled managers to make the decisions necessary to focus the company's attention on overcoming specific challenges (Wang et al., 2021). The organization's ability to solve significant challenges with solutions that were most appropriate for the present environmental conditions would ensure the organization's vitality and image. Strategic management was necessary to run the company in a continual and methodical manner.

According to Verulava (2024), the importance of strategic management for the long-term success of health-care organizations in Georgia, is growing as the medical business becomes more competitive. Many hospitals rarely compare the results of their performance indicators with other hospitals. Few reported on the value of actions taken to achieve the goals of their strategic plans. This meant that few health-care organizations had a strategic management process that would affect their position and success in the health-care market. Hospitals could develop strategic plans, but their implementation was not adequately monitored and was not based on scientifically sound principles. The low level of strategic planning proficiency among physicians could be attributed to their lack of information, lack of competency, and motivation of the significance of strategy. These were skills that required careful instruction to perfect. Similar state intervention practices existed in Georgia, where laws mandated the presence of a clinical manager overseeing the inpatient service and a quality skilled management system for inpatient health-care organizations. What was important included training on the strategic management process within the hospital and delivering that training in the inpatient facilities.

An examination of the strategic plan implementation successes and failures in Kenya's health sector reveals a complex interplay of factors that influenced outcomes by the year 2023. The causes of these successes and failures can be traced back to various elements, such as resource constraints, stakeholder engagement, leadership effectiveness, and external dynamics like socioeconomic conditions and political stability. The consequences of these implementation achievements and setbacks have had far-reaching implications, shaping the trajectory of the health sector in Kenya. Evaluation of previous strategic planning processes and results can yield significant findings that will influence future policy decisions and improve health-care delivery for the benefit of the general population. Understanding the historical context of strategic plan implementation outcomes is essential for developing effective treatments and achieving long-term progress towards health sector goals, particularly in light of Kenya's evolving health-care demands and challenges. Examining the specific outcomes from 2023 presents a unique

opportunity to identify what worked and what still needs to be tweaked, offering a path ahead for future improvements in the area's strategic planning practices.

The National Health Insurance Fund was founded in 1966 by an act of parliament with the sole objective of providing inexpensive, accessible, sustainable, and high-quality health insurance coverage to as many Kenyans as possible (NHIF Handbook, 2023). Since its establishment, the fund has provided coverage for inpatient services and because of demand, the management saw it fit to introduce outpatient services in 2015. This is managed by two business models used world over i.e., 'Fee-For-Service' and 'Capitation' methods (NHIF Handbook, 2023). The fund's main goal is to provide medical insurance coverage to all its members and their declared dependents (spouses and children). All Kenyans above the age of 18 and with a monthly salary of more than Ksh 1000 are eligible for membership.

The fund has developed strategic plans over time to ensure more efficiency in its service delivery. This includes computerized systems, accreditation of over 500 medical facilities around the country, out-patient medical scheme for civil servants, point of service (POS) systems in all accredited medical facilities. Among the strategies implemented in the NHIF 2023 Regulatory Impact Statement included access to safe, effective, and quality essential health services. The Fund focused also on increasing its benefit rate during the plan period from 60% to 100% by 2030 in the country. The strategic plan 2019-2023 was set to increase value to its stakeholders through enhanced customer relationships and improved quality services. According to the mid-term evaluation of the strategic plan, most of the planned-out activities had not been achieved. The sensitization of the strategic plan was done so far indicate that some departments have not achieved targets. (Mid-term Evaluation of strategic plan 2019-2023).

## **1.2 Statement of the Problem**

The National Health Insurance Fund is one of the key entities driving the implementation of Vision 2030. The organization's primary goal is to provide quality, cheap, and accessible health-care to its members and dependents. Recent studies have shown that managerial factors such as leadership style, resource allocation, managerial skills, and

employee motivation among others have contributed to poor implementation of strategic plan in many organizations. However, it is unclear whether these significantly influence the successful implementation and realization of the strategic plans in a public institution like the National Health Insurance Fund (NHIF) of Kenya. Poor and ineffective implementation of strategic plans hinder the initiatives to improve health-care and expand access to quality health-care services for Kenyans as well as the huge loss of public funds committed in development of these strategic plans. Therefore, to translate NHIF's strategic vision into positive outcomes, it was imperative to analyze and understand the influence of these factors in more detail and develop a comprehensive understanding of their influences on the implementation of strategic plan in the health sector. The complicated interaction of these factors in organizational dynamics is critical to understanding the difficulties and opportunities that exist in the context of strategic plan implementation within the health-care in Kenya. Therefore, an evaluation of how different leadership styles affect decision-making processes, resource allocation, and the development of managerial skills required in strategy implementation at NHIF-Kenya was necessary. This study therefore sought to examine the influence of managerial factors of leadership styles, resource allocation, managerial skills and staff motivation on strategic plan implementation at National Health Insurance Fund (NHIF), Kenya.

### **1.3 Purpose of the Study**

The purpose was to examine the influence of managerial factors on strategic plan implementation at National Health Insurance Fund (NHIF), Kenya.

### **1.4 Objectives of the Study**

The study sought to:

- i. Examine the influence of leadership styles on implementation of strategic plans at NHIF, Kenya.
- ii. Assess the influence of resource allocation on implementation of strategic plans at NHIF, Kenya.
- iii. Evaluate the influence of managerial skills on implementation of strategic plans at NHIF, Kenya.

- iv. Analyze the influence of staff motivation on implementation of strategic plans at NHIF, Kenya.

### **1.5 Research Hypotheses**

- i. Ho<sub>1</sub>: Leadership styles have no statistically significant influence on implementation of strategic plans at NHIF, Kenya.
- ii. Ho<sub>2</sub>: Resource allocation has no statistically significant influence on implementation of strategic plans at NHIF, Kenya.
- iii. Ho<sub>3</sub>: Managerial skills have no statistically significant influence on implementation of strategic plans at NHIF, Kenya.
- iv. Ho<sub>4</sub>: Staff motivation has no statistically significant influence on implementation of strategic plans at NHIF, Kenya.

### **1.6 Significance of the Study**

The examination of leadership styles offers valuable insights into how individuals can effectively lead teams towards strategic goals, while the efficient allocation of resources ensures that organizational objectives are met in a timely and cost-effective manner. Likewise, mastering resource allocation enables businesses to optimize asset utilization and financial efficiency during strategy execution. Moreover, motivating staff members fosters a positive work environment, enhancing employee engagement and commitment to the strategic objectives set forth. Through a comprehensive exploration of these key components, organizations can enhance their strategic decision-making processes and attain sustainable growth and competitive advantages in today's dynamic business landscape. By examining managerial skills, researchers can identify the key competencies necessary for guiding teams through complex projects and adapting to unpredictable market conditions.

This knowledge equips policy makers with the necessary tools to make informed decisions that can drive the successful implementation of strategies within their organizations. It enables them to navigate the complexities of leadership dynamics, allocate resources efficiently to meet objectives, hone their own managerial capabilities, and inspire and engage their staff to contribute effectively towards the common goals of

the organization. This study will contribute to the body of knowledge by the managerial factors that determine the implementation of strategic plans in the context of public organizations. It is also expected to serve as a theoretical framework for further research in the area of strategic management.

The study is expected to provide direction to the management of NHIF on best practices in the areas of improvement towards implementation of strategic plans. From the findings and recommendations of this study, the management will make well-informed decisions and take appropriate action to improve the elements that will improve strategy implementation. These factors include leadership styles, resource allocation, managerial skills and staff motivation.

### **1.7 Scope of the Study**

The study conducted a thorough examination of various managerial factors crucial for the successful implementation of strategic plans within a public organization. These factors included leadership style, resource allocation strategies, management skills, and staff motivation techniques.

This research offers a thorough understanding of the interaction between leadership behaviors and organizational strategic results. The study examined the complex dynamics of various leadership approaches and their impact on the implementation of strategic initiatives. This study provides insightful information on the difficulties of navigating leadership challenges in the context of strategic planning within a health-care organization by thoroughly analyzing leadership theories and their practical applications. Furthermore, by concentrating on the unique environment of Kenya's National Health Insurance Fund, the study adds to the body of knowledge about successful leadership techniques in the field of health-care administration and provides useful guidance for enhancing the execution of strategic plans in comparable health-care facilities.

By scrutinizing the various factors influencing the operational efficacy of the NHIF, this study illuminates the complex relationship between resource distribution strategies and their impact on the realization of strategic goals. The importance of effective resource

management in attaining organizational objectives is emphasized, with a thorough exploration of the theoretical foundations and practical implications related to resource allocation within the NHIF's strategic framework. Furthermore, the analysis of this particular subject enhances the current knowledge repository in health-care administration, resource allocation, and strategic decision-making, offering valuable perspectives on the NHIF's decision-making procedures.

This study investigated into the intricate interplay between managerial competencies and the effectiveness of strategic initiatives within the framework of a national health insurance program, highlighting the crucial role that proficient management plays in facilitating the achievement of strategic goals and organizational objectives in the specific context of the health-care industry. The research examines obstacles, possibilities, and results linked to the managerial skills necessary for the implementation of strategic plans at the National Health Insurance Fund in Kenya. It also offers valuable perspectives on the underlying mechanisms that oversee the correlation between leadership abilities and the efficient implementation of strategic directives in a multifaceted and ever-evolving health-care setting, ultimately enriching the knowledge in the realm of management studies and strategic governance in health-care financing systems.

The examination of staff motivation's impact involved a thorough evaluation of how the levels of motivation among employees in the institution influenced the successful implementation of strategic initiatives. Through the utilization of different motivational theories, a robust theoretical basis was established to comprehend the relationship between staff motivation and the execution of strategic plans. Furthermore, the results of the research offer specific motivational approaches that could be utilized by the National Health Insurance Fund in Kenya to foster employee involvement and dedication to accomplishing organizational objectives. By exploring the interaction between staff motivation and the processes of strategic planning, this study yielded valuable insights that could guide human resource practices and managerial approaches in the health-care industry, ultimately enhancing organizational performance and service provision within the framework of a public health insurance scheme. Therefore, by shedding light on key

managerial determinants such as leadership approaches, effective resource management practices, improved management capabilities, and strategies for enhancing staff motivation, the research aimed to devise actionable insights for organizations seeking to navigate the complexities of implementing strategic plans in the health sector.

The National Health Insurance Fund (NHIF) was chosen as the subject of scrutiny due to its status as a prominent public entity that has consistently enhanced its service delivery to the people of Kenya. By continuously evolving and adapting to meet the evolving health-care needs of the population, NHIF has established itself as a critical player in the collective aspiration for comprehensive health-care coverage across Kenya. The organization's ongoing initiatives and forward-looking approach further underscore its pivotal position in driving transformative changes that aim to make quality health-care accessible and affordable for every individual in the country. The study focused on three branches of NHIF that are found in Nairobi County in Kenya, namely Nairobi area, Industrial area and Westlands branch. The variables of focus were leadership styles, resource allocation, managerial skills and staff motivation.

### **1.8 Limitations of the Study**

The research encountered significant constraints, such as difficulties in obtaining information because of privacy concerns, and the risk of bias in the answers given. Additionally, there were obstacles in verifying the trustworthiness and dependability of the gathered information, especially concerning the precision of the answers given by top-level executives, intermediate managers, and technical employees. Another challenge to consider is the possibility of bias or personal interpretations that might sway the data gathered, impacting the general reliability of the research outcomes.

Moreover, considering the diverse roles and responsibilities of each team within NHIF, differences in perspectives and understanding presented challenges in integrating the information to uncover significant findings. These challenges were addressed proactively by adopting robust data collection methods, effective communication strategies, and comprehensive verification steps. This approach enhanced the accuracy and reliability of the research's outcomes.

### **1.9 Assumptions of the Study**

The study was carried out with the following assumptions in mind.

- (i) Respondents would provide genuine information
- (ii) Respondents would be cooperative throughout the research period

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

An empirical review examined current research in light of predetermined goals in order to comprehend the study's variables. The Path-Goal Theory of Leadership, the Dynamic Capability Theory, the Expectancy Theory of Motivation, and the Contingency Management Theory are some of the theories that are examined in this chapter. The link between variables and their measurable qualities is depicted in the conceptual framework.

#### **2.2 Empirical Review of Literature**

The empirical review focuses on current studies concerning the determinants of strategic plan implementation in various organizations. The review has explored the process of implementation and gaps identified in line with the study variables.

##### **2.2.1 Leadership Style and Implementation of Strategic Plans**

Abubakar (2022) explored how leadership styles affect the implementation of strategic goals in federal colleges in Northern Nigeria. The study used a contrastive group design. Descriptive organizational statistics were used to answer the study's research question, and Kruskal-Wallis analysis of variance by rank was used in the study with the help of Statistical Package for Social Sciences (SPSS) version 21 to determine the extent to which organizational leadership styles affected the implementation of strategic plans in federal universities in northern Nigeria. The findings revealed that authoritarian and laissez-faire leadership styles in universities have a substantial impact on the achievement of strategic goals. As a result, the study recommends, among other things, that universities prioritize democratic leadership in their organizations because its absence has an influence on strategic planning implementation. Before making any new changes at the institution, management should engage with other units.

According to Deche (2018), executives in all firms should recognize the necessity of engaging in the effective implementation of these well-planned plans, as well as strategically preparing their groups' futures. Leadership styles other than command and control are required during strategic plan implementation. Instead of utilizing authority,

which can lead to passive resistance and hidden rebellion, encouraging positive behavior through praise, reward, and modeling is more beneficial. The senior management team must meet to analyze, consider, and generally agree on the plan's direction and essential elements.

Ayub (2020) assessed the role of authoritarian leadership in NGOs (non-governmental organizations) in Uasin Gishu, Eldoret Town, Kenya. The study's goal was to look into how autocratic leadership style, defined as strict supervision, increased control, non-consultative decision-making, and sanctions, affected strategy implementation, defined as effectiveness, success, commitment, and speedy implementation of plans. A descriptive research design was used, with judgmental sampling to pick five (5) NGOs from 35 total organizations based on their likelihood to practice the strategic practices described in the study. Using a sample of 445 people from top management, mid-management, and staff cadres, a questionnaire was utilized to collect qualitative and quantitative data. The findings of the majority of respondents in this study revealed that most managers preferred top-down decision-making since it increased responsibility. The general conclusion of this study was that autocratic leadership had a significant impact on plan implementation. The study concluded that the findings may be applied not only to NGOs but also to organizations in other industries. The regression analysis looked at only one type of leadership, but this study intends to do a multiple analysis because a single leadership style is rarely applied in an organization.

Priscillah, Shitseswa, and Kwendo (2022) investigated the effect of intellectual stimulation on strategy execution in Kenya. The study sought to determine whether intellectual stimulation, a component of transformational leadership, influenced strategy implementation. The study assessed the determinants by administering a questionnaire to 268 participants recruited from 33 sub-counties in four western area counties, who represented a purposefully selected target sample. The study's paradigm was descriptive and correlational, and computation was done using regression techniques. The study's findings revealed that the majority of participants and leaders clearly stated their values, which had a good influence on their team members. According to the study's

suggestions, other county governments and public offices should endeavor to improve the competency of their workforce to achieve better strategic outcomes.

Adoli and Kilika (2020) conducted a literature review on conceptualizing the function of leadership strategy in the context of the strategic management process, with a particular emphasis on the nature of these processes. It was in search of answers to the fundamental question of how firms achieved desired strategic implementation through the use of suitable leadership that organizational leaders formulated strategies through approaches that were systematic, rational, and logical to strategic choices at corporate, business, and functional levels, able to achieve desired goals in the strategic plan. This necessitated the development of an adequate leadership strategy targeted at closing the human capital gap that occurred at various stages of the strategic management process between the current and intended states of leadership. The plan aims to address organizational weaknesses by identifying the necessary number of leaders for the next 5 years, including leadership traits, skills, behavior, team capabilities, and application. The previous study reviewed the role of leadership strategy in strategic management, while the current study investigates the impact of styles on strategy implementation using primary data.

Zainol, Kowang, Hee, Fei, and Kadir's (2021) literature review on managing organizational change through effective leadership showed that well-planned change management by strategic leadership was critical to ensuring that change can be made to the entire organization and effectively implemented. Effective and efficient strategy implementation requires strong leadership to drive organizational change. According to previous research, a good manager can motivate people to accept organizational change initiatives to implement a certain strategy of interest. This study sought to assess how previous studies had addressed change management in recent years, taking into account managers' leadership styles. This study examined leadership styles and strategies that are involved in implementing strategies without requiring all organizational change management.

Kabeyi (2019) investigated organizational strategic planning, execution, and evaluation, including an examination of difficulties and rewards. To effectively implement a strategy,

strategic leadership should conduct a SWOT analysis to identify strengths, opportunities, threats, and weaknesses. Strategic implementation should be accompanied by an evaluation strategy to ensure success. The study found that a good strategic plan provided significant benefits to organizations, such as higher profitability and improved corporate governance. This study focused on the successful implementation of a well-crafted, original, and creative strategic plan for the NHIF in Kenya.

### **2.2.2 Resource Allocation and Implementation of Strategic Plans**

Using the Automated Teller Machine Management Information System Project at Kenya Commercial Bank as an example, Mwangi and Moronge (2019) looked into the relationship between project resource accessibility and accomplishment of projects in the banking sector. He discovered that Rwanda's financial services industry has seen a transformation in recent years thanks to a number of innovation-driven changes. The investigation's main objective was to ascertain the impact of project resource accessibility on project achievement in the banking industry. The study made the recommendation that senior project managers should be made aware of their significant role in project resource management, as this will result in timely resource availability and ultimately result in project success. If the company wants to fulfill its organizational goals, it must participate in highly effective human resource management strategies that draw in, inspire, develop, and keep the best human resources available. Therefore, efficient personnel management is crucial for the successful implementation of a strategy (Michael et al., 2017).

According to Kachru (2006), the evaluation of strategy includes both the planning of resource allocation and the development of competencies. The identification of resource needs and the planning of their use to develop the competences required to implement specific strategies are both aspects of resource allocation. The aforementioned competencies are typically produced by dedicating a variety of resources to a certain task and processes that connect these activities together. Resource allocation can be done in a variety of ways and can influence how a strategy is implemented, depending on the type of business and the difficulties it faces. This includes the emphasis on systems of planning and coordination or performance goals and rewards (Deche, 2018).

Godana, Rintari, and Moguche (2022) investigated strategic plan creation in public hospitals and other enterprises, which they regarded as a time and resource-intensive activity, and shelved produced strategic plans on their own. As a result, translating strategic intentions into action was the most important stage in driving an organization to reap the benefits of strategy execution. Several issues may impede the implementation of strategic strategies in public hospitals or other businesses. This study examined the impact of financial resource allocation on implementing strategic plans at public hospitals in Marsabit County. This study used a descriptive survey design and focused on health-care employees in Marsabit County. A sample of 180 people made up the main respondents. The study found that the implementation of county health programs was positively and significantly impacted by the allocation of financial resources. The county government should examine health fund allocation based on the success rate of health policy execution. Health facilities and county health docket should develop innovative revenue-generating strategies to boost their financial capacity and implement health policies effectively.

Kirgotty and Gitari (2024) evaluated how the NHIF Northern Kenya Region implemented universal health-care policies and allocated strategic resources. Universal health coverage (UHC) guarantees that no one faces financial hardship and that everyone has access to efficient, high-quality medical care when needed. The majority of counties in the Northern Region, which mostly depend on the NHIF, have less than 10% coverage on average, according to the 2017 Kenya Household Health Expenditure and Utilization Survey (KHHEUS) on health insurance. Because their health insurance is insufficient, many people must pay their medical bills out of pocket. The Chuka, Isiolo, Meru, Maua, Embu, and Marsabit NHIF branches in Northern Kenya were the focus of the study, which employed a descriptive research design. Six NHIF branches were chosen through a census, and seventy management and staff members received questionnaires with which to collect data.

Data analysis methods in the study included both descriptive statistics (frequency and percentages) and inferential statistical techniques (bivariate regression analysis). The

findings demonstrated that Northern Kenya's attempts to adopt universal health care programs were hampered by inadequate resource allocation procedures. Consequently, the research suggests that the business reassesses its processes for allocating resources. At the branch level, resource-based approaches should be used in strategic resource allocation procedures. Sadiq (2019) investigated how the distribution of resources impacts the execution of strategies by water services boards in Kenya. Both descriptive and correlational research methods were utilized in the investigation. The research centered on the staff members of the Kenyan Water Services Board. The researcher employed the method of stratified random sampling in order to choose 150 employees from the larger group of employees at the water services board. We gathered original data by utilizing semi-structured questionnaires.

In order to investigate the effect of resource allocation on strategy implementation in deposit-taking SACCOs in Meru County, Mwamba, Simon, and Kariuki (2019) used a descriptive research design. The 11 deposit-taking SACCOs in Meru County made up the study's population. Due to the characteristics of this population, a management census of these SACCOs was carried out. The study concluded that resource allocation is crucial for strategy implementation, especially when it's done in a timely, equitable, and optimally carried out manner. It also found a significant and positive relationship between strategy implementation and resource allocation in deposit-taking SACCOs in Meru County. The study, however, was restricted to Meru County's deposit-taking SACCOs, which are subject to separate laws.

### **2.2.3 Managerial Skills and Implementation of Strategic Plans**

According to Rotich (2017), not everyone feels at ease in a leadership role. Many personal attributes can be used to predict a manager's future success and efficacy. The lack of a market for the product combined with insufficient management expertise leads to the failure of managers who lack experience, knowledge, or business acumen. The lack of information and vision causes the business to fail, even when the managers' experience grows as the company grows. When it comes to implementing their brand-new, innovative plan, management frequently feels scared and confused after the imaginative and thrilling process of creating the new business strategy. They wondered how to go

from great plans for a wealthy future to actions that would result in these successes for the company. Management brought in as many experts as possible to ensure the new strategy's successful implementation. Regrettably, every company's management oftentimes ignores one of the easily accessible specialists. These experts had a thorough awareness of the industry, the company, its practices, its culture, internal controls, the dangers the company confronts, and a great deal more. They also had the skills to be useful when a plan was being implemented; they were objective, good communicators, curious, imaginative, and critical in their outlook. In many businesses, the main focus of strategy concentration was the creation of a new strategy. Even with a carefully thought-out plan, the business may nevertheless fall short of the objectives stated in the strategy.

According to Mubanga and Lesa (2024), strategic planning is essential for directing organizations toward their goals, and it is now critical to comprehend the obstacles that stand in the way of a strategy's effective execution. Higher education institutions now face a dynamic operating environment due to new government restrictions, high societal expectations, and recent technological advancements. This study looked at the variables impacting strategy implementation at Zambia's Copperbelt University using a sample of 285 respondents. Using quantitative approaches, the study discovered that organizational culture, leadership, and resource allocation all significantly impacted strategy execution. According to this study, human capital and a robust and efficient pool of skills are crucial resources for the success of a strategy. Other resources include a flexible organizational structure and adaptable staff members who are ready to make process and procedure modifications. Organizations should thus make sure that the necessary time, money, skills, and knowledge are available to have a successful strategy implementation process.

To better understand how businesses might use their resources to achieve success, Ahmad, Ahmad, and Alam (2024) looked at the factors that determine a company's critical competencies and business strategies. Therefore, the objective of this study is to examine the relationship between latent variables. Its specific objective is to investigate how strategic planning influences the relationship between technical, managerial, entrepreneurial, and business skills and the success of SMEs in Punjab, Pakistan. 265 owners and managers of SMEs in Punjab, Pakistan were asked to complete a self-

administered questionnaire to provide data. The data was analyzed, and the hypotheses were tested using PLS-SEM. The study findings show that there was a strong correlation between strategic planning, business acumen, entrepreneurial and managerial skills. The relationships between business, entrepreneurial, managerial, and firm performance characteristics were mediated by strategic planning. But the mediator had offered no hard proof of a connection between technical expertise and business success. This study offers important new information about how strategic planning might help legislators, academics, and management of small and medium-sized businesses perform better. Strategic planning is something that owners and managers of SMEs should be encouraged to do since it can motivate them to perform better and use their resources more efficiently.

Ndegwa (2022) conducted a study on the impact of strategy implementation on the performance of Kenyan-owned public enterprises. Research findings on strategic management indicated that higher performance was achieved through a combination of strategic planning and strategic implementation in public enterprises. However, without the support of a well-defined and coordinated implementation process, strategy development alone could not prevail over the environment's tumultuous and dynamic nature. The effect of implementing a strategy on organizational success may vary depending on additional factors including the operating environment and resources available.

According to the study, State Corporations develop and successfully implement programs. The results of the regression analysis demonstrate that strategy implementation has a significant and positive impact on organizational performance. Nevertheless, it was shown that the relationship between organizational performance and plan execution was significantly influenced by the complexity dimension of the operating environment. The results also showed that the overall impact of the independent variables independently was greater than the combined impact of the operational environment, organizational resources, and strategy implementation.

#### **2.2.4 Staff Motivation and Implementation of Strategic Plans**

Gichuki, Gesimba, and Muhoho (2022) investigated the effect of strategic planning on staff motivation in level four and five hospitals in Laikipia County. Globally, strategic planning was recognized for its important contribution to a successful strategy implementation timetable, which is critical in guiding the context and way of implementing a strategy. Proper strategic planning enables organizations such as medical centers to effectively implement strategic management philosophies that promise higher output and desirable outcomes. The study aimed to investigate the impact of strategic planning on staff motivation in level four and five hospitals in Laikipia County. The study found that strategic planning had a statistically significant impact on employee motivation in level four and five hospitals in Laikipia County.

According to the findings, strategic planning influences employee motivation. The findings could inform strategic planning processes at Level Four and Five hospitals in Laikipia County. The study may also help stakeholders in hospitals comprehend the dynamics of strategic planning. In addition, the study may raise awareness among policymakers and key actors about the suitability of available transformation plans. Musangi, Ngui, and Senaji (2023) conducted a study to investigate how employee motivation influences performance at level four government hospitals in Kenya, considering the mediating role of plan execution. The research aimed to assess the connection between staff motivation and the performance of Kenya's level four government hospitals. This investigation analyzed the influence of employee motivation on organizational performance through a review of existing empirical studies and theories about employee motivation, strategy implementation, and performance.

The foundation of this research was the Resource Based View (RBV) theory, supported by the Goal Setting Theory and Higgins 8 S's Model of Strategy Implementation. A mixed-methods approach was employed in this study. The research encompassed all 104 Level Four government hospitals listed in the Kenya Gazette as of February 2020. Based on an extensive literature review, the findings of the study indicated a significant correlation between staff motivation and the performance of Level Four government hospitals in Kenya. Additionally, the study's results uncovered that strategy

implementation partially mediated the relationship between employee motivation and performance.

Gandrita (2023) studied ways to improve strategic planning. This was due to the critical importance of improving relationships among management levels. Maintaining positive relationships with all levels of management can boost the possibility of greater prospects both inside and beyond the organization. Engaging in strategic planning is known to enhance overall conditions for all partners, as well as improve retention and talent loyalty. To achieve this goal, it is important to encourage knowledge sharing and management. The research examined how the interaction between management levels could disrupt strategic planning, especially in situations where there is resistance to change, which can impact talent retention and loyalty. By collecting the necessary data to enhance the suggestions and contributions, the organization's overall strength was developed through a mix of participant and nonparticipant observation, along with interviews and questionnaires conducted within the company.

The study's findings indicated the continuation of ongoing research and added to the existing body of work by investigating the impact of social actors and various stakeholders in strategic planning. It also explored how these individuals can overcome barriers to participation in such planning efforts. The contribution highlighted the critical significance of talent retention and loyalty, emphasizing the importance of small but impactful measures in employee engagement and emotional compensation. The Wellcome Trust Research Programme's strategic plan implementation was examined by Mnjama and Koech (2019). This study's main goal was to find out what influences the Wellcome Trust Research Programme's (WTRP) strategic plan implementation. The study utilized a descriptive research design and targeted managers at both top and intermediate levels. Data was collected using structured questionnaires.

The study found that WTRP utilized a range of leadership philosophies, such as authoritarian, democratic, and bureaucratic, but did not employ a laissez-faire leadership approach. The research noted a significant positive correlation between the organizational leadership style at WTRP and the implementation of strategic plans. The WTRP

exhibited competent leadership that was dedicated to carrying out the strategic plan and actively participated in its monitoring and assessment during execution. The organizational leadership, however, failed to inspire staff members to carry out the strategic strategy. At WTRP, there was a considerable positive correlation between organizational communication and the execution of strategic plans. The pace at which strategy plans were implemented was impacted by the communication channels.

Mubanga and Lesa (2024) examined the variables affecting the Copperbelt University case study while evaluating the implementation of strategic plans at public universities. In this case, strategic planning was essential for directing organizations toward their goals, and it is now critical to comprehend the obstacles that stand in the way of a strategy's effective execution. Higher education institutions now face a dynamic operating environment due to new government restrictions, high societal expectations, and recent technological advancements. This study looked at the variables impacting strategy implementation at Zambia's Copperbelt University using a sample of 285 respondents. Using quantitative approaches, the study discovered that organizational culture, leadership, and resource allocation all significantly impacted strategy execution.

According to this study, human capital which includes a flexible organizational structure and adaptable staff members ready to make process and procedure modifications as well as a robust and efficient pool of skills are critical resources for the success of the strategy. For a strategy to be implemented successfully, organizations must guarantee that the necessary time, money, skills, and knowledge are available.

### **2.3 Theoretical Framework**

This review is on relevant strategic theories to the study that lay the basis of analyzing its variables. The theoretical framework in this study served as a foundational structure that guided the entire research process, providing a lens through which the study was conceptualized, designed, and interpreted. It also aided in placing the study's findings in the context of already-known information and theoretical viewpoints, which advanced the subject. In conclusion, the theoretical framework served as the intellectual foundation on which the entire research endeavor was built, shaping its direction, scope, and impact.

### **2.3.1 Path-Goal Theory of Leadership**

Evans (1970) first developed the path-goal theory, which was later revised by House (1971). This theory's initial goal was to identify the best leadership stance for inspiring followers to accomplish objectives. It is based on Vroom's (1964) expectancy theory, which suggests that people's actions are based on their expectations of outcomes and the appeal of those outcomes. The theory emphasizes that a subordinate's success depends on their interaction with their supervisor and that this relationship is heavily influenced by the subordinate's motivation. House (1974) proposed the path-goal theory, which is based on two fundamental assumptions: One of the strategic roles of a leader is to improve subordinates' psychological states so that they are motivated to work hard or satisfied with their jobs (House, 1971). Additionally, leaders must ensure clear goals, a clear path, and the enhancement of employee fulfillment through extrinsic motivation by being mindful of the required actions.

The path-goal theory of leadership was used in this study to analyze and understand various aspects crucial to effective leadership within the NHIF organization. By applying this theory, the study delved into the nuances of different leadership styles, the strategic allocation of resources, explored the essential managerial skills necessary for success in strategy implementation, and examined the intricacies of staff motivation during the implementation of strategies. This analysis allowed for a comprehensive evaluation of how leaders can adapt their styles to the specific needs of their team, allocate resources effectively to support strategic goals, refine their managerial skills to foster a productive work environment, and inspire and motivate staff to achieve organizational objectives. This theory helped in understanding the role of a leader and the leadership styles adopted to achieve organizational goals. When leaders employ path-goal leadership approaches, they can influence their team members' learning preferences by making a clear path and achieving the improvement of the learning organization as a result. Adopting the appropriate style will assist subordinates in meeting their demands and achieving goals established to achieve strategic plan.

The path-goal theory of leadership's main flaw is that it may be challenging to use in practical settings due to its extensive incorporation of management and leadership ideas.

The theory's inconsistent adoption in the managerial community is partly due to its difficulty in evaluating efficacy. Another issue with the theory's design is that it pays little attention to the opposing process and instead concentrates mostly on how a leader affects an employee. According to Landrum and Daily (2012), the leadership models offered by the theory are a little unstructured since there isn't a defined code of behaviour or supervisory agents. Furthermore, the idea falls short of providing sustainable enterprises with explicit guidelines about the responsibilities of each team member.

### **2.3.2 Dynamic Capability Theory (DCT)**

Teece and Pisano (1994) pioneered the concept of dynamic capacities. One approach to utilizing the dynamic capability theory in examining various facets of strategy implementation within an organization includes exploring its application in analyzing leadership styles as they pertain to fostering adaptability and innovation. Teece et al. (1997) asserted that in an ever-changing market, a firm's competitive edge will be determined by its internal processes that allow it to stay up with and adapt to the range of organizational capabilities at its disposal. The word 'dynamic' distinguishes one type of skill from another (Zahra, Sapienza & Davidsson, 2006). By integrating, reorganizing, obtaining, and releasing resources in response to environmental disruptions or to effect internal and external change, they indirectly impact the production process (Eisenhardt & Martin, 2000; López, 2005).

By incorporating this theory, the study probed into how different leadership approaches influenced the organization's ability to respond to changes within its external environment, ultimately impacting its strategic direction and performance outcomes. Besides, resource allocation emerges as another critical area where the dynamic capability theory offers valuable insights, shedding light on how NHIF can effectively deploy and leverage their resources to sustain competitive advantages in dynamic and uncertain markets. Through the lens of the dynamic capability theory, the study also investigated how managerial skills intersect with NHIF adaptability and strategic alignment which is essential for building resilience. Furthermore, investigating the relationship between staff motivation and strategy implementation was another intriguing avenue for applying this theory, as it allowed for an exploration of how motivated

employees contributed to the NHIF's dynamic capabilities and its overall ability to successfully execute strategic initiatives and achieve desired outcomes. Theory-congruent proxies, evidence for causal inference, and an insufficient framework are among the conceptual flaws that have been criticized in this theory (Pitelis, 2021).

### **2.3.3 Contingency Management Theory**

According to Weill and Olson (1987), a contingency-based approach to the study of organizations emerged in the 1950s as a response to preceding management theories that, despite their diversity, frequently highlighted "one best way to organize for the realization of intended objectives." The theory posits that different leadership styles always interact with resource allocation strategies, managerial skills, and staff motivation techniques to influence the overall success of strategic initiatives. The contingency method attempts to comprehend the relationships that exist between the entity and its environs as well as within and among organizational subsystems. It highlights the multidimensional nature of organizations and makes an effort to analyze and comprehend how they function under various circumstances (Weill & Olson, 1987).

Contingency theory attempts to integrate studies on many management aspects such as expertise and centrally made decisions or employee training and work intricacy. It enables one to investigate a situation and ascertain what factors affect the choice that concerns them. The objectives of an agency have a significant impact on the personnel chosen, the tools employed, the work completed and organizational structures. According to Van de Ven and Drazin (1985), the contingency approach has three approaches: selection, interaction, and systems approaches. First, the selection approach was interpreted in the selection method to mean that a company needs to adjust to the elements of its administrative setting if it expects to survive or function effectively. This perspective contends that organizational context determines organizational design. Early contingency studies generally used this method of research to investigate the connection between organizational setting and design, but no organizational performance was measured. Freeman (1973) explored technology as a supplementary component. According to his study, there is a considerable association between a variety of technological qualities and organizational structure (Marsh & Manari, 1981).

These investigations, on the contrary, did not establish the efficiency of various structures in diverse careers or technological circumstances. Second, it is believed that organizational structure and context interact to affect fit and performance. Contingency management theory was applied in the study to gain valuable insights into the dynamic and interconnected nature of how leadership styles interact with resource allocation strategies, managerial skills, and staff motivation techniques. Specifically, it helped shed light on how certain leadership approaches influenced the allocation of resources towards specific strategic goals as well as the effectiveness of different managerial methods in achieving NHIF strategy implementation.

Contingency theory has faced several criticisms. One criticism is that it is seen as static and lacking a theory of organizational change (Betts, 2003). Another criticism is that the theory is considered obsolete due to new organizational forms. However, this criticism lacks credibility as the theory of organizational structure is still relevant

#### **2.3.4 Expectancy Theory of Motivation**

Victor Vroom pioneered the application of expectation theory to workplace settings in 1964. Porter and Lawler (1968), among others, expanded and built on this concept (Pinder, 1987). Expectancy theory is mainly concerned with the cognitive preconditions of motivation and how they connect. Expectancy theory, a cognitive process explanation of motivation, is based on the notion that people believe that there are links between their effort at work, the outcomes of this effort, and the benefits that come their way as a result of their work and achievements. The expectancy theory states that the attractiveness of a particular outcome to an individual determines how strong a desire to act in a particular way will be (Robbins, 1993). As a result, conduct may be focused on certain individual anticipated goals. According to Vroom's thesis, "choices made by a person among alternative courses of action are directly related to mental processes occurring concurrently with the behavior." (Vroom, 1964). Individuals make conscious judgement between possibilities that are systematically influenced by psychological processes such as perception and the development of ideas and attitudes (Pinder, 1984).

The expectancy theory of motivation was applied in this study as a valuable lens through which various facets of organizational dynamics and strategic management, such as leadership styles, resource allocation strategies, managerial competence, and staff engagement levels within the context of implementing strategic initiatives were analyzed and evaluated. By applying this theory, the study nuanced interplay between individuals' expectations, perceived outcomes, and efforts within the organizational setting, offering valuable insights into how motivational factors impacted leadership effectiveness, resource management decisions, skill development among managers, and the overall motivation levels of employees crucial for successful strategy execution.

The expectation theory, a psychological concept widely studied in human motivation, has faced criticism for its narrow focus primarily on monetary rewards. Some experts argue that this strict emphasis fails to consider the multifaceted nature of motivation, excluding crucial factors beyond financial incentives. In addition, this theory is often faulted for overlooking various qualitative aspects that could profoundly influence an individual's drive and engagement. Beyond just tangible rewards, intrinsic motivators like recognition, autonomy, and personal growth are vital components that shape human behavior and performance (Zajda, 2023).

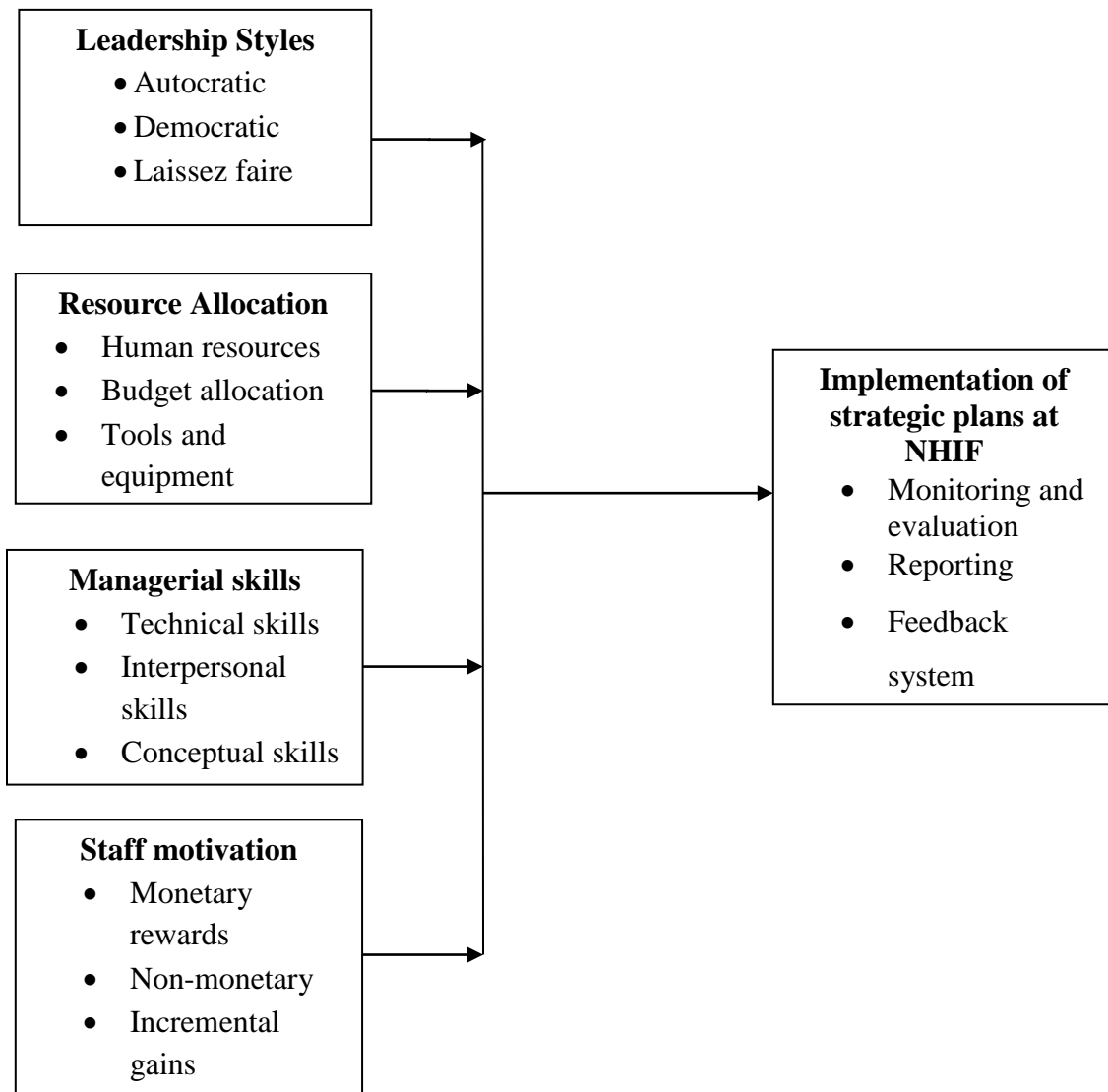
## **2.4 Conceptual Framework**

The framework depicts the link between the independent and dependent variables graphically (Mugenda & Mugenda, 2011). The conceptual framework for this study revealed the relationship between independent variables and the dependent variables. At the National Health Insurance Fund (NHIF), the interplay among various critical elements such as different leadership styles, effective resource allocation strategies, honed managerial skills, intrinsic staff motivation mechanisms, and successful implementation of strategic plans is meticulously conceptualized and scrutinized. This multifaceted relationship underscores the vital role that leadership plays in guiding the allocation of resources, enhancing managerial effectiveness, motivating staff members to perform optimally, and ensuring the successful execution of strategic initiatives at NHIF.

The objective of the study was to investigate and assess the intricate relationship between different leadership approaches, resource allocation, managerial skills, and staff motivation utilized in the National Health Insurance Fund (NHIF) and how they affect execution of strategic plan implementation. Through a comprehensive examination of this dynamic relationship, the research sought to provide valuable insights and recommendations that can inform leadership development initiatives and improve strategic planning processes within NHIF.

**Independent variables**

**Dependent Variable**



**Figure 2. 1: Conceptual Framework**

The National Health Insurance Fund's (NHIF) effectiveness and efficiency depend on the strategic allocation of resources to implement its strategic plans. Aligning financial, human, and technological resources with outlined objectives in strategic initiatives ensures NHIF's operations are successful and effective delivery of services. This alignment fosters a symbiotic connection where resources are utilized optimally to drive the successful execution of NHIF's strategic goals and mission.

The effective application of strategic plans at the National Health Insurance Fund (NHIF) heavily relies on the interplay between managerial skills, greatly contributing to the attainment of organizational goals and objectives. This relationship highlights the important link between the abilities of managers to effectively lead and coordinate resources, and the strategic planning process that guides the organization towards long-term success and sustainability. By leveraging their skills in decision-making, problem-solving, communication, and team management, managers at NHIF can navigate complex strategic initiatives and ensure that the organization remains responsive to evolving health-care needs and regulatory requirements.

The conceptualized relationship between staff motivation and the successful implementation of strategic plans at the National Health Insurance Fund (NHIF) plays a critical role in driving organizational effectiveness and achieving long-term goals. Understanding how a motivated workforce influences the execution of strategic initiatives is paramount for NHIF's sustained growth and competitiveness within the health-care industry. By nurturing a work environment where staff feel empowered and valued, NHIF can harness their full potential to propel the realization of strategic objectives and enhance overall performance. Engaging employees through motivational strategies and aligning their aspirations with the organization's vision is key to ensuring that NHIF's strategic plans are not only formulated effectively but also translated into impactful actions on the ground.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The research strategy, methods for gathering data, and approaches to analyzing data are the main topics of this chapter.

#### **3.2 Research Design**

The research design that was used in this study was a descriptive survey. Mugenda and Mugenda (1999) concur with Ghauri and Gronhaug (2010) that a problem is structured and fully understood through descriptive design. This method provides useful and accurate information that provides insights into the research problem. The study employed the methodology in order to understand respondents' views and beliefs regarding how strategic managerial behavior influences the accomplishment of NHIF strategic objectives.

Descriptive survey has been employed previously by scholars among them Sanga (2013) who looked at the determinants of strategic positioning of newly chartered public universities in Kenya and Muasya (2013) who investigated the connection between credit risk management techniques and loan losses in Kenyan commercial banks.

#### **3.3 Target Population**

According to Mugenda and Mugenda (1999), a population is a complete assembly of individuals, objects, or occurrences that share a specific observable characteristic. The total population was 1798 but the focus of the study was top managers, middle level managers and technical staff within NHIF Nairobi branches. The accessible population was made up of 136 technical staff managers, 30 middle level managers and 12 senior managers totaling 178 respondents (Human Resource Department, NHIF, 2019).

**Table 3. 1: Target Population**

| Categories            | Population | percentage |
|-----------------------|------------|------------|
| Senior level managers | 12         | 6.80       |
| Middle level manager  | 30         | 16.90      |
| Technical staff       | 136        | 76.30      |
|                       | 178        | 100.00     |

### 3.4 Sampling Procedure

According to Orodho and Kombo (2002), a sampling technique is a strategy that involves selecting several people or things from a population so that the selected group possesses characteristics representative of the traits that dominate the entire group. Cooper and Schindler (2003) state that the sampling plan involves listing every demographic unit from which the sample was chosen. With a population of fewer than 10,000 elements, a stratified sampling strategy was utilized. The formulae developed by Yamane in 1967 provide a straightforward method for calculating sample sizes. These formulae are based on the assumption of a 95% confidence level ( $P = 0.05$ ), and sample size calculations are performed with this view in mind.

$$n = \frac{N}{1 + N(e)^2}$$

Where, n-is the sample size,

N -is the population size and

E – is the level of precision (Margin of error)

$$n = \frac{178}{1 + 178 (0.05*0.05)} = 123.18 \sim 124$$

Using the calculation above, 124 respondents made up the sample size for the target population.

**Table 3. 2 Sampling Matrix**

| <b>Category</b>       | <b>Population</b> | <b>Sample</b> | <b>percentage</b> |
|-----------------------|-------------------|---------------|-------------------|
| Senior level Managers | 12                | 9             | 7.25              |
| Middle level Managers | 30                | 21            | 16.94             |
| Technical Staff       | 136               | 94            | 75.81             |
| <b>Total</b>          | <b>178</b>        | <b>124</b>    | <b>100.00</b>     |

Source: Author, 2024

### **3.5 Research Instrument**

The data collection tool for the study was a structured questionnaire, which was designed using the variables identified to meet the study objectives. According to Kothari (2004), a questionnaire is a series of questions on a form that are arranged in a specific order. The study collected primary data using a 5-point Likert scale questionnaire, which included closed-ended questions for gathering quantitative data. This questionnaire was the most appropriate tool for data collection in this study due to the large number of respondents involved.

#### **3.5.1 Pilot study**

Pretesting of research instruments is advised by Borg and Gall (2006) to ensure their validity and reliability. A few questionnaires were administered at National Social Security Fund (NSSF) to the employees who did not form the study sample. NSSF was chosen since it is a government-owned institution, almost similar to NHIF and because of its close proximity. To guarantee the clarity of the queries and to make necessary adjustments for the accuracy and practicality of the collected data, the researcher and supervisors reviewed the questions. Relevant revisions were made to the questionnaire before distributing it to the study participants.

#### **3.5.2 Validity of the Research Instrument**

To determine if the questionnaire measured what it was supposed to, a content validity index was employed. The study ensured that the questionnaire examined the variables it

was intended to be by asking relevant questions. Feedback from colleagues and supervisors for analysis and critique was also solicited to determine whether the questionnaire was appropriate for the study.

### **3.5.3 Reliability of the Research Instrument**

The extent to which a research tool consistently yields consistent results or data after repeated trials can be defined as reliability (Mugenda & Mugenda, 2003). Lavrakas (2008) suggests that a reliability assessment can involve distributing surveys to 10% of the total sample. The study conducted the Cronbach Alpha test targeting a threshold above +0.7 to confirm reliability of the instrument (Mugenda & Mugenda, 2004).

### **3.6 Data Collection Procedure**

Before commencing data collection, permission was obtained to collect data from NHIF employees through a letter from the Graduate School and a research permit from NACOSTI. The questionnaires were segregated into three clearly labeled boxes for senior-level managers, middle-level managers, and technical staff to simplify the process for the appropriate staff members. These boxes were then strategically placed for easy access, and respondents were able to conveniently pick up the questionnaires, fill them out, and return them within the study's two-week timeframe. To ensure accuracy, NHIF employees were asked to answer the questionnaire truthfully and thoroughly in order to avoid any objections to the items.

### **3.7 Diagnostic Tests**

It is impossible to overestimate the importance of variables diagnostic tests in any research project. By assisting researchers in identifying and measuring the important variables under examination, these tests are essential in guaranteeing the precision and dependability of the study's conclusions. By using these diagnostic tests, researchers can evaluate the connections between various variables, establish causation, and extrapolate significant findings from their data. Researchers can improve the validity and robustness of their study's results, raising the study's overall credibility and influence, by carefully choosing and correctly interpreting diagnostic tests. Essentially, variable diagnostic tests

serve as vital instruments that help researchers make sense of, analyze, and interpret the data they have gathered for their study. Researchers face the possibility of coming to incorrect conclusions or failing to correctly recognize the underlying patterns and trends in their data if these tests are not used appropriately. Consequently, to guarantee the overall rigor and quality of their research outputs and increase the likelihood that they will significantly advance their respective disciplines, researchers need to be extremely careful while choosing and implementing variable diagnostic tests.

To ascertain whether a data set of two or more independent variables in a multiple regression model is substantially correlated, the multicollinearity test is applied (Matthew & Ross, 2014). Multicollinearity issues in the model were detected using Variance Inflation Factors (VIF), which was done from the variables. . Multicollinearity is indicated if any two variables have a high correlation, typically  $r > 0.8$ . The residuals must be normally distributed with a constant variance and a mean of zero in order for the coefficients of the regression analysis to be the best linear unbiased estimators, according to the Gauss-Marker theorem. The P-Plot normality test is used to determine whether the residuals are normal. It will be assumed that the residuals follow a normal distribution if the plot is linear.

Heteroscedasticity test is used to determine if all the random variables in the sequence have the same constant variance (Creswell, 2013). The outcomes of the analysis might be reliable if heteroscedasticity is present, and the population employed in the regression has unequal variance.

### **3.8 Data Analysis and Presentation**

To streamline the examination, the data underwent sorting, categorization, and coding prior to being tabulated. The study aims were classified and summarized. Both descriptive and inferential statistical analysis methods were utilized. The descriptive analysis comprised central tendency and dispersion measures, which were displayed through frequency distribution tables. We employed the SPSS version 25.0 software, which is recognized for its suitability in analyzing management-related attitudinal

responses (Newton & Jeonghun, 2010). Inferential statistical analysis involved multiple linear regression models to establish the relationship between the independent and dependent variables. The multiple regression model for the study is stated as follows;

$$Y = \phi_0 + \phi_1 X_1 + \epsilon \dots\dots\dots \text{Objective One}$$

$$Y = \phi_0 + \phi_2 X_2 + \epsilon \dots\dots\dots \text{Objective Two}$$

$$Y = \phi_0 + \phi_3 X_3 + \epsilon \dots\dots\dots \text{Objective Three}$$

$$Y = \phi_0 + \phi_4 X_4 + \epsilon \dots\dots\dots \text{Objective Four}$$

Where:

Y-Implementation of strategic plans

X<sub>1</sub>-Leadership style

X<sub>2</sub>-Resource allocation

X<sub>3</sub>-Managerial skills

X<sub>4</sub>-Staff motivation

ε -error term

ϕ<sub>0</sub> – is a constant which is the value of dependent variable when all the independent variables are 0.

ϕ; 1,2,3,4 is the regression coefficients which estimates the change prompted by X<sub>i</sub>; i=1, 2, 3, 4

The study assumed a linear relationship between the independent variables and dependent variable and adopted the Ordinary Least Squares (OLS) method of estimation in examining the relationship of the independent, intervening and dependent variables.

### 3.9 Ethical Considerations

The research was done professionally, and all the important ethical issues were considered. The research involved human participants therefore, their consent was sought before commencing data collection. Additionally, they were fully informed about the

expectations regarding their participation and the intended use of the data which was limited to scholarly purposes. The participants' identities remained anonymous.

Ethical considerations play a crucial role in the utilization of primary data for research purposes. Ensuring that all methods and processes for collecting data followed ethical standards and guidelines was crucial to safeguard the rights and privacy of participants. The importance of ethical considerations lay in maintaining the integrity and credibility of research outcomes. The researcher prioritized ethical practices to ensure that the data collected was obtained in a fair and responsible manner. Additionally, considering ethical principles helped in promoting trust and transparency in the research process. The researcher showed respect for the individuals participating in the study and ethically advanced knowledge with the use of primary data. In conclusion, ethical considerations served as a cornerstone in the use of primary data and should be carefully integrated into all stages of the research process to uphold the ethical integrity of the study.

## CHAPTER FOUR

### DATA ANALYSIS AND PRESENTATION OF FINDINGS

#### 4.1 Introduction

In this section, the research results are discussed in relation to the study's goals outlined in the first chapter. The primary aim was to assess how managerial skills affect the implementation of strategic plans at the National Health Insurance Fund (NHIF) in Kenya.

#### 4.2 Response Rate

In this part, the response rate is depicted, indicating the percentage of participants in the study compared to the total study sample.

**Table 4. 1: Response Rate**

| <b>Response rate</b>        | <b>Frequency (n)</b> | <b>Percentage (%)</b> |
|-----------------------------|----------------------|-----------------------|
| Returned Questionnaires     | 113                  | 91.1%                 |
| Questionnaires not Returned | 11                   | 8.9%                  |
| <b>Total</b>                | <b>124</b>           | <b>100</b>            |

As shown in Table 4.1, one hundred and twenty four (124) questionnaires were given out to be filled by the respondents. A total of 113 were returned in time, thus indicating a response rate of 91.1%. Eleven (11) questionnaires (8.9%) were not returned. The questionnaire return rate was considered sufficient to answer the research question and make inferences. According to Babbie and Earl (2009), 50% response rate is deemed acceptable, and one can proceed with data analysis, 60% response rate is good while a response rate of 70% and above is deemed very good. A response rate of 91.1% was therefore commendable for this study.

### 4.3 Respondents Characteristics

This section presents the background information of the study respondent. This was crucial for gaining a deeper comprehension of the study participants' demographic. These characteristics include: job position at NHIF, years of experience and academic qualifications of the respondents.

The data outcomes and valuable insights in a research study are significantly influenced by the characteristics of respondents. Factors such as the unique attributes, backgrounds, and demographics of respondents play a crucial role in shaping the results and conclusions derived from the study. A careful consideration of the respondents' characteristics enables researchers to obtain a more profound understanding of the subject matter under study and to guarantee the accuracy and reliability of the findings. Furthermore, recognizing the significance of these characteristics enables researchers to tailor their methodologies and analysis approaches to effectively address potential biases and limitations that may arise. Therefore, acknowledging and exploring the role of respondents' characteristics in a research study is crucial for producing meaningful and impactful results that contribute to the body of knowledge in the respective field.

#### 4.3.1 Respondents Position of the Firm

In NHIF, the participants were requested to specify their employment role. The survey aimed to include three groups of workers: technical employees, middle-level managers, and senior managers. The data displayed in Table 4.2 illustrates the breakdown of participants based on their job roles.

**Table 4. 2: Position of the Firm**

| <b>Position</b>      | <b>Frequency</b> | <b>Percent</b> |
|----------------------|------------------|----------------|
| Senior manager       | 8                | 7.1            |
| Middle level manager | 13               | 11.5           |
| Technical staff      | 92               | 81.4           |
| <b>Total</b>         | <b>113</b>       | <b>100.0</b>   |

Source: Author, 2024

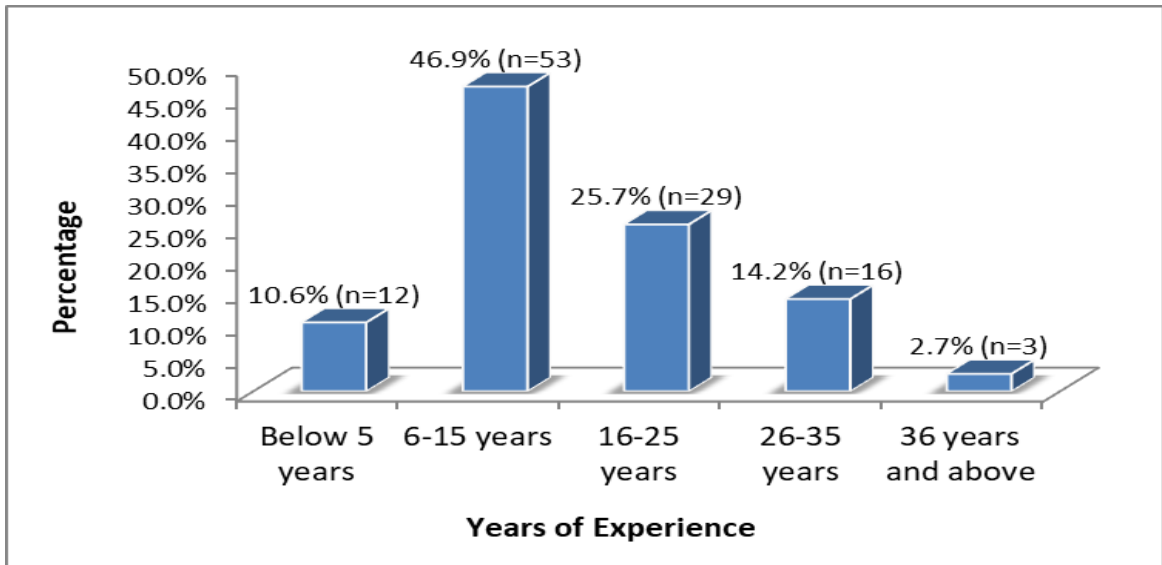
Table 4.2 shows that majority of the respondents (81.4%) who took part in the study were technical staff and further 11.5% were middle level managers while 7.1% of the respondents were senior managers in NHIF. This shows that the study incorporated staff in all major job levels, and this enhances the reliability of the information given by the respondents since it's not skewed to only one level or category of employees.

#### **4.3.2 Years of Experience**

The study enquired on the number of years the respondents had worked in NHIF. This information was important because the number of years worked depicts experience and may also inform how well the respondent understands the organization. The role of respondents' Years of Experience in this study was integral to understanding how professionals with varying levels of expertise contributed to the identification and analysis of factors that lead to strategic implementation setbacks. By examining the correlation between the length of respondents' experience in their respective fields and the insights they provide regarding strategic implementation, researchers can gain valuable perspectives on the influence of both seasoned experts and fresh perspectives in shaping strategies that can withstand unforeseen challenges and disruptions.

This exploration not only sheds light on the importance of experience in navigating complex business landscapes but also highlights the significance of diverse perspectives and approaches in developing comprehensive solutions that enhance organizational resilience and long-term success. The varying Years of Experience among respondents brought significant depth to the study, allowing for a multifaceted examination of how individuals' unique backgrounds, expertise, and industry insights interacted with the dynamics of strategic decision-making and risk management. Through this comprehensive analysis, valuable insights could be gleaned to inform future research endeavours and practical strategies for NHIF aiming to proactively address and mitigate the impacts of strategic failures in today's rapidly evolving operational environment.

The results are presented in Figure 4.1.



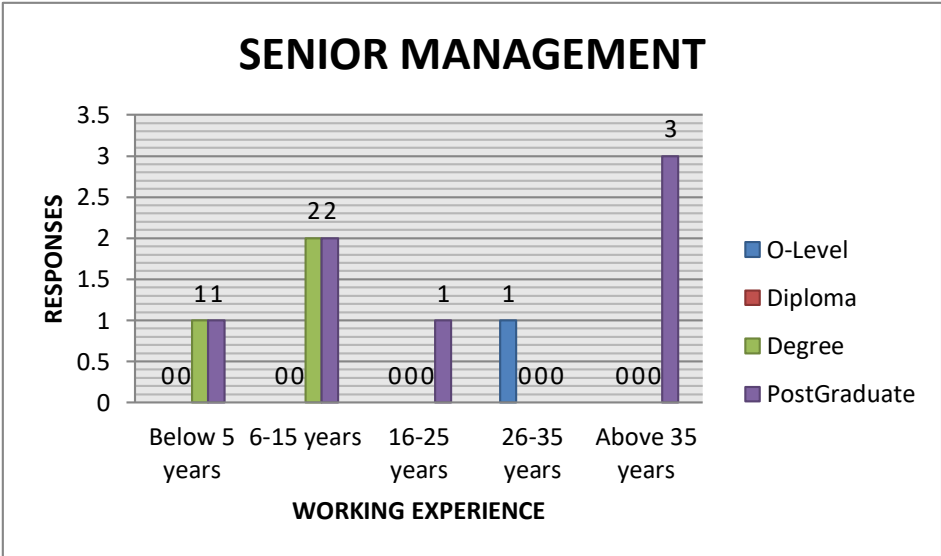
**Figure 4. 1: Respondents' Years of Experience**

Source: Author, 2024

Results in Figure 4.1 shows that 46.9% of the respondents had worked in NHIF for a period of 6-15 years while 25.7% had worked in the organization for a period of 16-25 years. On the other hand, 14.2% of the respondents revealed that they had worked in the organization for a period of 26-35 years while 2.7% had work experience of 36 years and above. Only 10.6% of the respondents indicated that they had work experience of 5 years and below. From the findings, it can be seen that majority of the respondents had work experience of between 6 years and up to 36 years and above. An employee has sufficient time to grasp the inner workings and strategies of an organization. This suggests that the information provided by the participants regarding this topic is trustworthy.

#### **4.3.3 Respondents' Academic Qualifications**

The respondents were also asked to indicate their level of academic qualifications and the responses were received from the senior management, middle level management and technical staff.



**Figure 4. 2: Senior Management Working Experience**

Source: Author, 2024

The examination and evaluation of academic qualifications and professional experiences of NHIF senior management personnel ought to have an effect on the execution of strategic initiatives. In the senior management level were individuals with professional exposure of less than five years of experience and who possessed undergraduate degrees. Similarly, those with a tenure ranging from 6 to 15 years typically had individuals with undergraduate degrees in addition to those with postgraduate qualifications. Moving forward, the cohort with work experience spanning 16 to 25 years primarily comprised individuals boasting of undergraduate degrees and postgraduate credentials. Among the workforce with 26 to 35 years of experience, the pattern shifted towards a combination of an ordinary level certificate and a postgraduate degree.

Remarkably, three individuals with over 35 years of experience predominantly held postgraduate qualifications, reflecting a profound commitment to continuous learning and professional development within the NHIF senior management team, thus underscoring the organization's emphasis on academic excellence and expertise to drive strategic success across all levels of operations. In conclusion, the educational and experiential

diversity within NHIF senior management team played a crucial role in steering strategy implementation.

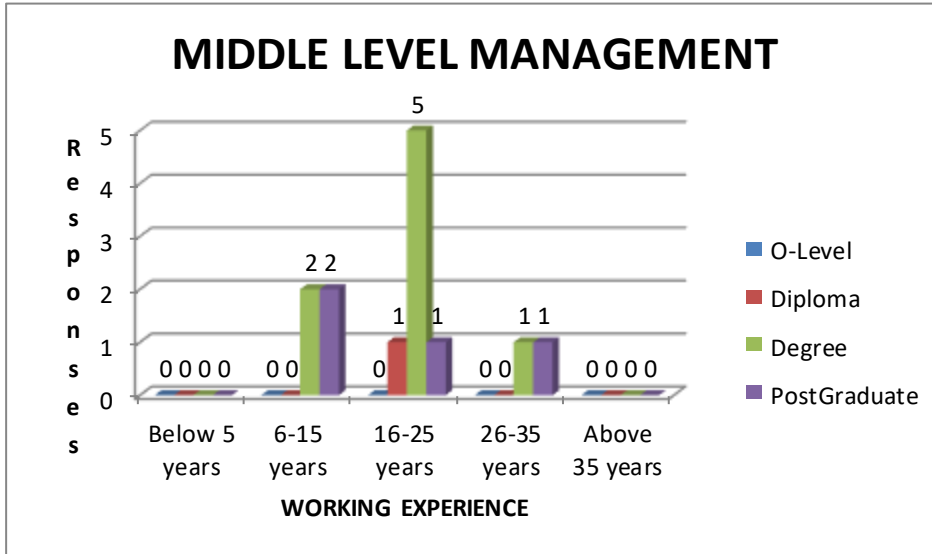
The absence of a diploma holder at the senior level of the National Health Insurance Fund (NHIF) management can potentially hinder the organization's ability to benefit from the diverse perspectives and expertise that individuals with different educational backgrounds bring to the table. Without a diploma holder in a prominent management position, there may be a lack of representation for individuals with a specific skill set or knowledge base that could be crucial in decision-making processes within the NHIF. Additionally, the presence of a diploma holder could contribute to a better-rounded and comprehensive approach to addressing the challenges and opportunities that NHIF faces in the complex health-care landscape.

Having a diverse team of leaders with various qualifications is expected to foster innovation, enhance problem-solving capabilities, and promote a more inclusive organizational culture. Therefore, it is expected that the senior management level of NHIF had a balanced and diverse team composition to ensure holistic decision-making and effective implementation of policies and initiatives that would ultimately benefit the organization and its stakeholders.

#### **4.3.4 Responses of Middle Level Management**

With a detailed breakdown of the qualifications and years of experience, a clearer picture emerged about the middle level management at the NHIF. The implications of different academic qualifications and work experiences within the NHIF middle-level management can significantly influence the success or failure of strategy implementation. Among the middle-level managers, were those without formal qualifications and below five years of experience and may lack the academic foundation but have valuable hands-on experience. In contrast, the group with 6 to 15 years of experience consisted of a mix of -degree holders and postgraduates, bringing a blend of theoretical knowledge and practical skills to the table. Moving to the group with 16 to 25 years of experience, there was a diverse composition including one diploma holder, five-degree holders, and one

postgraduate holder, indicating a strong academic background coupled with extensive work experience. Similarly, the group with 26 to 35 years of experience showcases a blend of academic qualifications with one-degree holder and one postgraduate holder.



**Figure 4. 3: Middle Level Management Working Experience**

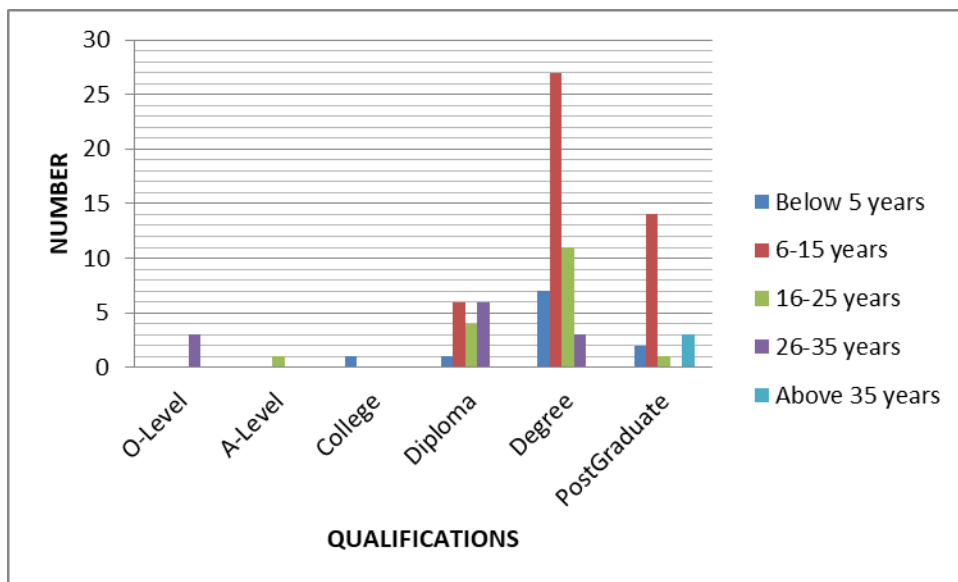
Source: Author, 2024

These insights suggested that a balance between academic qualifications and work experience was crucial for effective strategy implementation within the NHIF middle-level management. Lastly, the absence of individuals with above 35 years of experience underscored the need for a mix of energy and fresh perspectives along with seasoned expertise to drive successful strategy execution.

#### 4.3.5 Responses of Technical Staff

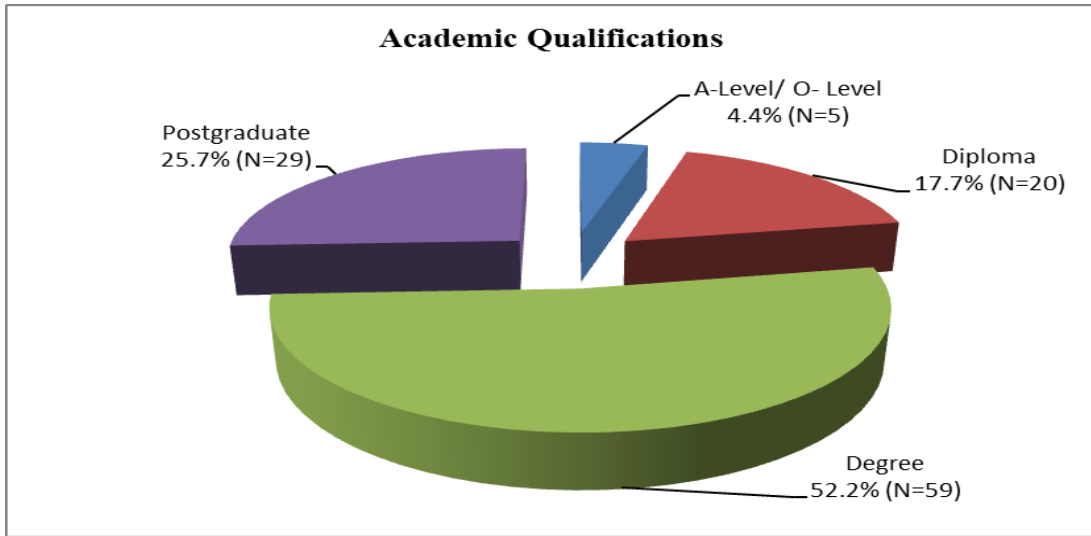
The composition of the technical staff at NHIF based on their educational qualifications and levels of experience is quite diverse. The staff is made up of individuals with different educational backgrounds, including college graduates and postgraduates, who also have varying levels of work experience. Specifically, the group with less than five years of experience has a diverse educational mix, encompassing one college graduate, one diploma holder, seven undergraduate degree holders, and two postgraduates. Moving on to individuals with a working experience of 6 to 15 years, the majority comprises of

27 undergraduate degree holders, followed by 14 postgraduates and six diploma holders. As the experience level increases to 16 to 25 years, the staff members have diversified educational qualifications including an A level graduate, four diploma holders, 11 undergraduates, and one postgraduate. Within the cohort of 26 to 35 years of experience, the staff includes six diploma holders and three undergraduate degree holders. Lastly, staff members with over 35 years of experience are primarily postgraduate degree holders. This diverse composition of the technical staff at NHIF implies that the organization has a wealth of knowledge and expertise to draw from in implementing strategic initiatives. It also suggests a solid foundation for knowledge sharing and mentorship opportunities within the team to ensure successful execution of strategies.



**Figure 4. 4: Staff Academic Qualifications**

Source: Author, 2024



**Figure 4. 5: Overall staff Academic Qualifications**

Source: Author, 2024

The information depicted in Figure 4.5 offers valuable perspectives on the educational history of the survey participants. It's clear that a majority of the individuals, with a small margin, had completed a degree program to attain their highest educational or academic credentials. In addition to this, a notable 25.7% of individuals reported reaching the esteemed postgraduate level in their educational journey, highlighting the commitment to higher learning among the survey participants. Furthermore, the research revealed that a considerable 17.7% of the respondents had obtained a Diploma, signifying a significant portion with specialized vocational training. Moreover, 4.4% of the participants shared that they had attained either an A-level or O-level qualification, emphasizing the diversity in academic achievements within the surveyed group. These statistics underscore the varied educational accomplishments within the respondent pool, showcasing a range of qualifications from basic levels to advanced professional degrees, creating a rich tapestry of educational experiences among the participants in the study.

Further on the findings, it was revealed that a significant proportion of the survey participants had successfully obtained high academic qualifications, such as bachelor's or advanced degrees from reputable institutions. The educational background of the respondents was a significant factor in improving the reliability and trustworthiness of the

gathered data. It suggested that those participating in the study probably had a solid base of knowledge and critical thinking abilities, enabling them to express their perspectives and opinions with a certain degree of depth and precision. Moreover, the correlation between high academic achievements and the quality of responses highlighted a positive trend in the research findings. The findings suggested that individuals with extensive educational backgrounds tend to provide more insightful and well-thought-out answers, contributing to the overall robustness of the study outcomes. This relationship between academic qualifications and response reliability underscored the importance of considering the respondents' educational levels when evaluating the data's integrity and relevance.

By acknowledging the educational proficiency of the majority of the survey participants, the study could better contextualize and interpret the responses received. The higher educational attainment among the respondents not only added a layer of credibility to the research findings but also hinted at the potential influences of academic background on individuals' perspectives and decision-making processes. The examination of the educational background of the participants provided significant information regarding the composition of the research sample and facilitated a more detailed comprehension of the information within a wider sociocultural framework.

#### **4.4 Descriptive statistics**

Descriptive statistics serve as the cornerstone for understanding and interpreting data. By summarizing and presenting data in a meaningful way, descriptive statistics provide researchers with valuable insights into the characteristics of their data-sets, helping them identify patterns, trends, and relationships.

##### **4.4.1 Leadership Style**

This section addressed the first objective of the study which sought to examine the influence of leadership style on implementation of strategic plans at NHIF, Kenya. A significant focus was placed on examining the impact of respondents' leadership style in instances of strategic implementation emphasizing the crucial role that leadership behaviors play in shaping the outcomes of health-care policies and organizational

decisions. The analysis of respondents on leadership styles in the context of strategic management within the National Health Insurance Fund underscores the multifaceted nature of leadership impact. It also underscores the need for strategic alignment and coherence in decision-making processes to foster sustainable growth and operational success in the health-care sector.

The participants were requested to express their degree of concurrence with assertions regarding the leadership approach within the establishment, employing a 5-point Likert scale wherein 1 represents strong disagreement, 2 represents disagreement, 3 represents neutrality, 4 represents agreement, and 5 represents strong agreement. The findings were analyzed utilizing average scores and standard deviation, as illustrated in Table 4.3 below. In all cases, total Likert scale scores were computed by repeating the occurrence of each reaction choice by comparing the Likert scale score.  $\text{Score total} = \sum (f_i \times \text{Likert scale Score})$ . The average score was obtained by dividing the sum of the products of the frequency of each Likert item score and the Likert item score by the total number of respondents  $\sum (f_i \times \text{Likert Item Score}) \div \text{Number of Respondents} = \text{Mean Score}$ .

The Likert scale mean reaction score was computed under the assumption that a mean score of 3 on the Likert scale indicates a neutral reaction, a mean score below 3 signifies a disagreement with the idea, and a mean score above 3 signifies agreement (McLeod, 2019). The Likert scale score interpretation was provided as follows: 1.0-2.4 (disagree), 2.5-3.4 (neutral), and 3.5-5.0 (agree). The study involved three categories of staff, namely senior management, middle-level management, and technical staff, who played a crucial role in addressing the research questions related to the influence of leadership style on strategy implementation. The senior management provided insight based on their strategic vision and decision-making responsibilities, while the middle level management contributed perspectives from their experience in overseeing daily operations.

Additionally, the technical staff offered valuable input regarding the practical aspects of executing strategies and their effects on the organizational processes. By gathering feedback from these diverse cadres of staff, the study was able to capture a comprehensive understanding of how different leadership styles can influence the

effective execution of strategies within NHIF. The first hypothesis Ho1: Leadership styles have no statistically significant effect on implementation of strategic plans at NHIF, Kenya. The responses were summarized as follows:

**Table 4. 3: Leadership Style**

| Statement   | Senior Management |      | Middle Level Management |      | Technical Staff |      |
|---|-------------------|------|-------------------------|------|-----------------|------|
|   | No.               | Mean | No.                     | Mean | No.             | Mean |
| Leaders in NHIF use authority when giving orders and instructions when implementing a strategic plan                          | 8                 | 4.0  | 13                      | 2.22 | 92              | 3.21 |
| The management makes all decisions concerning implementation of strategic plans at NHIF                                       | 8                 | 2.88 | 13                      | 3.53 | 92              | 4.13 |
| Managers and leaders at NHIF always consult employees on issues arising in the implementation of strategic plans              | 8                 | 3.13 | 13                      | 2.46 | 92              | 2.58 |
| Managers involve NHIF employees in the development of strategies to make implementation of strategic plans a success          | 8                 | 3.13 | 13                      | 2.62 | 92              | 2.79 |
| Managers at NHIF use a hands-off approach when implementing strategic plans and only direct employees when there is a need to | 8                 | 2.88 | 13                      | 3.62 | 92              | 3.14 |
| Employees in NHIF have freedom to exercise their innovations in the organization when implementing a strategic plan           | 8                 | 3.25 | 13                      | 2.62 | 92              | 2.97 |
| <b>Overall</b>  |                   | 3.16 |                         | 1.58 |                 | 3.11 |

Source: Author, 2024

The senior management, middle level management, and the technical staff were unsure that managers and leaders at NHIF always consulted employees on issues arising in the implementation of strategic plans 3.13, 2.46, and 2.58 respectively. Regarding if

managers involved NHIF employees in the development of strategies to make implementation of strategic plans a success, all cadre of staff remained unsure at 3.13, 2.62 and 2.79 respectively. Whether employees at NHIF had freedom to exercise their innovations in the organization when implementing a strategic plan, the senior management, middle level management, and the technical staff entire cadre of staff was not sure at 3.25, 2.62, and 2.97 respectively. The middle level management and technical staff team agreed that managers at NHIF used a hands-off approach when implementing strategic plans and only direct employees when there was a need to. The senior management and technical staff were not sure at 2.88 and 3.14 respectively. However, the middle level management agreed with the statement at 3.62.

Regarding whether the management made all decisions concerning implementation of strategic plans at NHIF there was uncertainty by senior management officers whereas the middle level management and technical staff agreed at 3.53 and 4.13 respectively. Finally senior managers agreed that leaders in NHIF used authority when giving orders and instructions when implementing a strategic plan at 4.0 but this was rejected by the middle level managers at 2.22 with the technical staff not being sure at 3.21. Regarding the overall response on the hypothesis, the senior managers and technical staff were not certain at 3.16 and 3.11 respectively while the middle level management disagreed at 1.58 that leadership styles had no statistically significant effect on implementation of strategic plans at NHIF, Kenya.

#### **4.4.2 Resource Allocation and Strategy Implementation**

The second hypothesis posits that there is no statistically significant impact on the execution of strategic plans at NHIF, Kenya as a result of resource allocation. An overview of the subsequent findings was conducted.

**Table 4. 4: Resource Allocation**

| <b>Statement</b>   | <b>Senior Management</b> |             | <b>Middle Level Management</b> |             | <b>Technical Staff</b> |             |
|--|--------------------------|-------------|--------------------------------|-------------|------------------------|-------------|
|  | <b>No.</b>               | <b>Mean</b> | <b>No.</b>                     | <b>Mean</b> | <b>No.</b>             | <b>Mean</b> |
| The budgetary allocation system is adequate for NHIF operations when implementing strategic plans                          | 8                        | 2.75        | 13                             | 2.15        | 92                     | 2.59        |
| The management incorporates external factors when allocating resources to various departments in NHIF                      | 8                        | 3.0         | 13                             | 2.15        | 92                     | 3.04        |
| There is adequate human resource in NHIF for successful implementation of strategic plans                                  | 8                        | 3.63        | 13                             | 2.92        | 92                     | 3.18        |
| NHIF matches the job to the skills required when implementing strategic plans  | 8                        | 3.38        | 13                             | 2.31        | 92                     | 2.76        |
| Resources allocated are always adequate for each department to facilitate proper implementation of strategic plans at NHIF | 8                        | 3.25        | 13                             | 2.15        | 92                     | 2.61        |
| NHIF normally allocates resources based on project request and requirements in the strategic plans                         | 8                        | 2.88        | 13                             | 2.23        | 92                     | 2.84        |
| Overall  |                          | 3.14        |                                | 2.32        |                        | 2.24        |

Source: Author, 2024

Overall, the results differed significantly among various management groups within the organizations strategic plan implementation process. Senior management, as revealed by the mean score of 3.14, displayed a sense of uncertainty relating to the influence of resource allocation on strategic plan implementation. Contrasting this, middle-level managers exhibited disagreement with a mean score of 2.32, suggesting a varying perspective on the matter. Furthermore, the technical staff expressed dissent through their

mean score of 2.24, indicating a shared belief that resource allocation did significantly affect strategic plan execution.

The results indicate varying viewpoints within NHIF concerning the connection between resource distribution and the execution of strategic plans. The hesitancy displayed by senior executives suggests a possible requirement for additional elucidation and discussion on the implementation of strategic plans. Conversely, the disagreement from middle-level managers and technical staff indicates a contrasting viewpoint, is possibly influenced by their distinct roles and responsibilities within the organization.

#### 4.4.3 Managerial Skills and Strategy Implementation

The third hypothesis: Managerial skills have no statistically significant effect on implementation of strategic plans at NHIF, Kenya.

**Table 4. 5: Managerial Skills**

| Statement  | Senior Management |      | Middle Level Management |      | Technical Staff |      |
|--|-------------------|------|-------------------------|------|-----------------|------|
|  | No                | Mean | No                      | Mean | No              | Mean |
| Managers in NHIF have hands on skills in implementing a strategic plan as expected by the management | 8                 | 3.62 | 13                      | 2.77 | 92              | 3.14 |
| Hands- on skills are important for managers in NHIF to implement the strategic plans                 | 8                 | 3.63 | 13                      | 4.46 | 92              | 2.97 |
| Managers at NHIF make decisions in a timely manner when implementing strategic plans                 | 8                 | 3.38 | 13                      | 2.23 | 92              | 2.88 |
| Good decision-making skills are important for managers when implementing strategic plans             | 8                 | 4.25 | 13                      | 4.63 | 92              | 4.35 |
| NHIF has the required technical skills among management staff to achieve                             | 8                 | 4.0  | 13                      | 3.15 | 92              | 3.52 |

|  |   |             |    |             |    |             |
|--|---|-------------|----|-------------|----|-------------|
| organizational objectives  |   |             |    |             |    |             |
| Staff at NHIF have been trained in managerial skills which enable them to execute their duties properly                                | 8 | 3.5         | 13 | 2.75        | 92 | 3.03        |
| Managers at NHIF are able to analyze situations when implementing strategic plans and formulate ideas to make implementation a success | 8 | 4.13        | 13 | 2.62        | 92 | 3.01        |
| Communications strategies applied in NHIF influence the outcome of implementation of strategic plans                                   | 8 | 3.75        | 13 | 3.0         | 92 | 3.39        |
| Communication on strategic plan implementation at NHIF is communicated on a timely basis   | 8 | 3.38        | 13 | 2.69        | 92 | 3.07        |
| <b>Overall</b>   |   | <b>3.74</b> |    | <b>3.09</b> |    | <b>3.26</b> |

Source: Author, 2024

The responses from the senior management, with a mean rating of 3.74, expressed agreement with the hypothesis. Conversely, the middle-level managers and technical staff appeared more ambivalent, reflecting mean ratings of 3.09 and 3.26 respectively, suggesting uncertainty about the role of managerial skills in strategic plan execution. These varied viewpoints within NHIF have direct implications for the execution of responsibilities related to strategy implementation, highlighting the need for further analysis and alignment among different management tiers to ensure a cohesive approach towards achieving strategic goals. The discrepancy in perceptions underscores the complexity of the organizational landscape and the necessity for effective communication and collaboration across all levels to drive successful strategy implementation.

In a study conducted, respondents expressed uncertainty regarding the extent to which the communication strategies employed by NHIF impacted the successful execution of strategic plans. It was agreed that the staff members at NHIF undergo specialized training

in managerial skills, a factor that greatly contributes to their ability to carry out their responsibilities efficiently.

Furthermore, it's established that the managers at NHIF demonstrate a high level of proficiency in analyzing various situations that arise during the implementation of strategic plans. This proficiency ought to enable them develop innovative solutions that ultimately lead to the successful execution of strategic initiatives. Additionally, the communication aspect within NHIF regarding the implementation of strategic plans is noted to be particularly timely, with mean ratings of 3.39, 3.01, 3.03, and 3.07 respectively. A significant segment of the respondents supported the notion that adept decision-making skills are paramount for managers when it comes to implementing strategic plans effectively. Additionally, there was a consensus among the participants that NHIF's management possesses the necessary technical expertise to drive organizational objectives forward, with ratings of 4.35 and 3.52 respectively, signifying a strong foundation for achieving strategic goals at NHIF.

#### **4.4.4 Staff Motivation and Strategy Implementation**

The fourth hypothesis Staff motivation has no statistically significant effect on implementation of strategic plans at NHIF, Kenya.

**Table 4. 6: Staff Motivation**

| <b>Statement</b>  | <b>Senior Management</b> |             | <b>Middle Level Management</b> |             | <b>Technical Staff</b> |             |
|---|--------------------------|-------------|--------------------------------|-------------|------------------------|-------------|
|   | <b>No.</b>               | <b>Mean</b> | <b>No.</b>                     | <b>Mean</b> | <b>No.</b>             | <b>Mean</b> |
| Monetary rewards mainly influence employee's commitment to implementing strategic plans in NHIF       | 8                        | 2.13        | 13                             | 3.15        | 92                     | 2.61        |
| Material rewards that employees may suggest influences implementation of strategic plans in NHIF      | 8                        | 2.88        | 13                             | 3.23        | 92                     | 3.02        |
| Appreciation of employees influences in the implementation of strategic plans in NHIF                 | 8                        | 3.50        | 13                             | 3.38        | 92                     | 3.34        |
| Recognition of employees on regular basis affect implementation of a strategic plan in NHIF           | 8                        | 4.25        | 13                             | 3.38        | 92                     | 3.40        |
| Employees career prospects affect implementation of a strategic plan in NHIF                          | 8                        | 2.88        | 13                             | 4.07        | 92                     | 3.30        |
| Employees career support by organization management affect implementation of a strategic plan in NHIF | 8                        | 3.38        | 13                             | 3.46        | 92                     | 3.22        |
| <b>Overall</b>  |                          | <b>3.17</b> |                                | <b>3.51</b> |                        | <b>3.21</b> |

Source: Author, 2024

Senior managers within NHIF expressed distinct disagreement at 2.13 regarding the influence of monetary rewards on employees' commitment to implementing strategic plans. Meanwhile, the middle level managers and technical staff found themselves uncertain about this correlation. 3.15 and 2.61 respectively. Suggestions about employees regarding material rewards further complicated the issue, leaving all staff members unsure about its impact on strategic plan implementation.

Notably, even appreciation of employees was met with uncertainty from the middle level managers and technical staff, despite senior management support for the practice. Additionally, the question of whether regular recognition of employees impacted strategic plan implementation was a point of ambiguity for the middle level managers and technical staff, contrasting with the agreement of senior management on this matter. The senior management and technical staff at NHIF were uncertain about how employees' career prospects impacted the implementation of the strategic plan, whereas middle-level managers were in agreement on this matter. The senior management and technical staff also questioned the influence of organizational support for employees' career development on the strategic plan's execution, a point on which the middle-level management concurred.

In essence, the differing perspectives within NHIF underscore the complexity of incentivizing employees and fostering commitment to strategic initiatives at NHIF. In summary, while the middle-level management supported the hypothesis at 3.51, the senior management and technical staff were indecisive about whether staff motivation had any statistically significant impact on the implementation of strategic plans within NHIF in Kenya at 3.17 and 3.21 respectively. The presence of conflicting viewpoints within NHIF concerning the motivational factors influencing the effective implementation of strategic plans is evident, as different tiers of management exhibit differing levels of confidence and consensus on the subject.

#### **4.4.5 Implementation of strategies**

Implementation of Strategic Plans responses provided some insights into strategy implementation at NHIF

**Table 4. 7: Strategy Implementation**

| <b>Statement</b>  | <b>Senior Management</b> |             | <b>Middle Level Management</b> |             | <b>Technical Staff</b> |             |
|---|--------------------------|-------------|--------------------------------|-------------|------------------------|-------------|
|   | <b>No.</b>               |             | <b>No.</b>                     |             | <b>No.</b>             |             |
| The organization always develops an implementation program for execution of its strategies  | 8                        | 3.13        | 13                             | 3.46        | 92                     | 3.45        |
| There is effective follow-up of activities that are expected to be performed in view of the strategic plan                                  | 8                        | 4.13        | 13                             | 3.08        | 92                     | 3.13        |
| A cross departmental monitoring and evaluation team is normally appointed to oversee execution of the strategic plan                        | 8                        | 3.13        | 13                             | 2.38        | 92                     | 3.23        |
| An implementation committee is usually appointed to provide quarterly reports to management on the progress of executing the strategic plan | 8                        | 3.63        | 13                             | 2.92        | 92                     | 3.41        |
| The timelines for execution of strategic plans are realistic and flexible to cater for environmental changes                                | 8                        | 3.50        | 13                             | 2.46        | 92                     | 3.20        |
| A feedback system has been put in place to enhance review of plans in case of deviations  | 8                        | 3.63        | 13                             | 2.31        | 92                     | 2.95        |
| <b>Overall</b>  |                          | <b>3.52</b> |                                | <b>2.77</b> |                        | <b>3.23</b> |

Source: Author, 2024

The organization typically developed an implementation program for the execution of its strategies, involving senior managers, middle-level management and technical staff. However, uncertainty prevailed among all staff cadres regarding the appointment of a cross-departmental monitoring and evaluation team to oversee the strategic plan's

execution. While the senior management remained unsure, both middle-level managers and technical staff expressed doubts about the effectiveness of follow-up activities aligned with the strategic plan. Moreover, the realism and flexibility of timelines for strategic plan implementation, alongside the absence of a structured feedback system for plan review in case of deviations, were also areas of concern for them. These uncertainties had direct implications on the successful implementation of the strategic plan. Overall, it was evident that the middle-level management and technical staff were less confident compared to the senior management when it came to assessing the degree of successful implementation of the strategic plans.

#### 4.5 Descriptive Statistics

Descriptive statistics were utilized to condense and illustrate data in a significant manner. The resulting statistical information facilitated a deeper understanding of the attributes of a dataset, enabling informed decision-making based on data and the formulation of precise conclusions on the four variables. The descriptive statistics, researchers explored the central tendencies, variability, and distribution of their data, providing a foundation for further analysis and interpretation. Furthermore, it facilitated the recognition of patterns, trends, and connections present in the data, potentially resulting in a more profound comprehension of the subject of study or phenomenon being examined.

**Table 4. 8: Descriptive Statistics**

| <b>Statistics</b>  | <b>Leadership style</b> | <b>Resource Allocation</b> | <b>Management Skills</b> | <b>Staff motivation</b> | <b>Implementation</b> |
|--------------------|-------------------------|----------------------------|--------------------------|-------------------------|-----------------------|
| Mean               | 3.166667                | 3.212766                   | 3.736111                 | 3.166667                | 3.520833              |
| Standard Deviation | 1.293738                | 1.334104                   | 1.23326                  | 1.575522                | 1.288073              |
| skewness           | -.0154461               | -.2286886                  | -.5761032                | -.1130133               | -.3785465             |
| kurtosis           | 1.922723                | 1.841953                   | 2.143212                 | 1.453714                | 2.1071                |

Source: Author, 2024

In the context of the established means, each dimension played a crucial role in influencing organizational success. Leadership style, with a rating of 3.166667, indicates the manner in which leaders guide their teams, influencing overall performance. Resource allocation, rated at 3.212766, sheds light on how efficiently and effectively resources are distributed within the organization to support various activities. Management skills, scoring 3.736111, underscore the importance of competent and strategic managerial skills in coordinating tasks and achieving objectives. Staff motivation, with a score of 3.166667, reflects the level of encouragement and engagement within the workforce, essential for maintaining productivity and morale. Finally, strategy implementation, with a rating of 3.520833, highlights the critical process of executing plans and strategies to bring organizational goals to fruition. Together, these dimensions offer valuable insights into different aspects of organizational functioning, emphasizing the significance of leadership, resource management, managerial competencies, motivation strategies, and effective implementation methods in driving overall performance and success.

On the analysis using the standard deviations in various key areas, results show the following values: Leadership style was found to have a standard deviation of 1.293738 which indicates the variability in leadership approaches adopted within the organization. Resource Allocation showed a standard deviation of 1.334104, reflecting the varying levels of resource distribution across different projects or departments. Management Skills were observed to have a standard deviation of 1.23326, suggesting differences in the proficiency levels among managers. Staff motivation demonstrated a standard deviation of 1.575522, highlighting the diverse motivational factors influencing employee performance. Finally, the Implementation phase showed a standard deviation of 1.288073, indicating variations in the implementation of plans and strategies within the organizational structure. These standard deviations were very high and provided valuable insights into the levels of variation and dispersion within each respective area, underscoring the importance of addressing these nuances in order to enhance overall effectiveness and performance.

The study uncovered various levels of skewness within the specified variables: Leadership style exhibited a marginal negative skewness of  $-.0154461$ , Resource Allocation revealed a significant negative skewness of  $-.2286886$ , Management Skills displayed a considerable negative skewness of  $-.5761032$ , Staff motivation demonstrated a minor negative skewness of  $-.1130133$ , and Implementation depicted a moderate negative skewness of  $-.3785465$ . These findings suggested that the data deviated from a perfectly normal distribution. This implies that the data exhibited asymmetry, with the distribution potentially being stretched or skewed in a certain direction, indicating a departure from the typical bell-shaped curve associated with normal distributions.

The kurtosis values for various factors were identified as follows: Leadership style scored  $1.922723$ , Resource Allocation obtained a value of  $1.841953$ , Management Skills had a kurtosis of  $2.143212$ , Staff motivation was at  $1.453714$ , and Implementation scored  $2.1071$ . The kurtosis values are essential for evaluating the normality of the dataset, offering valuable information on the distribution properties of the variables being studied. Evaluating kurtosis allows researchers to understand the shape of the distribution and conclude that the data is not normally distributed or exhibits skewness or heavy tails.

#### **4.7 Data Analysis**

To ensure accurate and thorough exploration of the research variables, it is imperative to underscore the necessity of incorporating comprehensive diagnostic tests. The examinations are crucial in clarifying the various facets of the variables being studied. This thorough examination not only improves the trustworthiness and accuracy of the research results but also enables a more profound comprehension of the intricate dynamics within the study's structure. Through the implementation of rigorous diagnostic tests, researchers are equipped with the tools needed to interpret the data accurately and effectively, thereby strengthening the robustness and credibility of their research outcomes. A multicollinearity test was done and the output was as displayed in Table 4.9.

**Table 4. 9: Multicollinearity Test**

| <b>Variable</b>     | <b>VIF</b> | <b>1/VIF</b> |
|---------------------|------------|--------------|
| Leadership Style    | 13.03      | 0.076734     |
| Resource Allocation | 7.30       | 0.137048     |
| Management Skill    | 7.30       | 0.137048     |
| Staff Motivation    | 3.27       | 0.305458     |
| Mean VIF            | 7.44       |              |

Source: Author, 2024

The calculated value for the Mean VIF (Variance Inflation Factor) in the analysis was found to be 7.44, indicating a moderate level of collinearity among the predictor variables included in the model. This highlights the need for further investigation and remedial actions to address multicollinearity concerns in the regression analysis.

The presence or absence of heteroskedasticity was tested using Breusch-Pagan / Cook-Weisberg test. The results were as follows;

Ho: Constant variance

Variables: fitted values of strategy implementation

chi2(1) = 36.81

Prob > chi2 = 0.0000

The Breusch-Pagan / Cook-Weisberg test is a widely used statistical test for heteroskedasticity in regression analysis. This test helped to determine whether the variance of errors in a regression model were consistent or varied across different levels of the independent variables.

The null hypothesis (Ho) for the hypothesis test in question posits that there is consistent variance among the errors. The chi-squared statistic (chi2) obtained from this test served as a quantification of the difference between the observed variance and the anticipated consistent variance stipulated by the null hypothesis. Specifically, the calculated chi-squared value of 36.81 with one degree of freedom indicates a noteworthy deviation from the assumption of constant variance. The chi-squared value was found to have a

probability of 0.0000, indicating a significant result. This low p-value provides strong evidence rejecting the null hypothesis of constant variance, suggesting the presence of heteroskedasticity in the regression model using the strategy implementation variable.

Upon reviewing the descriptive statistics, it was determined that the data deviated from a normal distribution. Subsequent diagnostic tests identified further issues, prompting the normalization of the data through the data transformation process as the next step in resolving these discrepancies. To accomplish this task using Strata 13 software, transforming of the variables was done to achieve a more Gaussian distribution. Additionally, techniques like applying logarithmic transformation or using specific normalization functions available in Strata were utilized.

It is also important to assess the effectiveness of the normalization process by checking the distribution of the data post-transformation and ensuring that it now complies with the assumptions of normality. After normalization, further statistical analysis or modeling was conducted with greater confidence in the validity of the results ultimately leading to more informed decision-making and insightful research outcomes. The problems identified through the diagnostic tests required transforming the variables in the study.

**Table 4. 10: Transformation Matrix**

| Variable            | Transformation             |
|---------------------|----------------------------|
| Leadership Style    | 1/ Cube                    |
| Resource Allocation | 1/Square Root              |
| Management Skill    | 1/Square Root <sup>2</sup> |
| Staff Motivation    | Cube                       |

Source: Author, 2024

#### **4.8 Regression Analysis**

Regression analysis was utilized in a research investigation to examine the correlation between multiple variables and ascertain the influence of one or more independent variables on a dependent variable. This methodological approach proved to be beneficial

in comprehending patterns, forecasting outcomes, and recognizing trends within the dataset.

The regression analysis conducted in this study facilitated the examination of the magnitude and orientation of associations, while also revealing possible causal connections among the variables. Additionally, it helped in quantifying the impact of specific factors on the outcome of interest, providing valuable insights for decision-making and policy formulation.

***The first hypothesis: Leadership styles have no statistically significant effect on implementation of strategic plans at NHIF, Kenya.***

The effective execution of strategies frequently relies on the combined endeavors and inputs of senior management, middle management, and technical personnel in a company. Senior management leads the way in setting the strategic course, offering direction and insight to steer the organization toward attaining its objectives. Middle management is instrumental in converting these top-level strategies into practical plans and projects that can be efficiently implemented across various departments. Technical staff, on the other hand, are instrumental in providing the necessary expertise and support to bring these strategies to life on a practical level, leveraging their specialized knowledge and skills to implement innovative solutions and drive organizational success. Each of these key roles contributes unique perspectives, capabilities, and responsibilities to the strategy implementation process, working together in harmony to ensure that the strategic vision is realized effectively and efficiently.

However, the correlation relationship on the responses related to whether leadership styles have influence on strategy implementation provided the following results in the table below;

**Table 4. 11: Correlation between leadership styles and strategy implementation**

|                         | R                  | Significance at 99% level |
|-------------------------|--------------------|---------------------------|
| Senior Management       | 0.619              | 0.001                     |
| Middle Level Management | 0.896 <sup>a</sup> | 0.000                     |
| Technical Staff         | 0.594              | 0.000                     |

Source: Author 2024

The correlation coefficients presented in the table above demonstrate a robust positive correlation between leadership styles and strategy implementation across various management levels in the organization. Specifically, the coefficient for senior management is 0.619, the middle level management shows a coefficient of 0.896, and the technical staff exhibit a coefficient of 0.594. These values are all statistically significant, as they are below the accepted threshold of  $< 0.05$ , emphasizing the importance of leadership in driving successful strategy implementation.

**Table 4. 12: Regression Analysis**

|                         | R <sup>2</sup> | Adjusted R <sup>2</sup> | F-Test  | t-test  | Sign | Unstandardized B | Constant |
|-------------------------|----------------|-------------------------|---------|---------|------|------------------|----------|
| Senior Management       | 0.383          | 0.369                   | 28.504  | -5.339  | .000 | -0.741           | 1.164    |
| Middle Level Management | 0.802          | 0.799                   | 308.037 | 17.551  | .000 | 0.975            | 0.057    |
| Technical Staff         | 0.353          | 0.352                   | 299.909 | -17.318 | .000 | 0.538            | -0.125   |

a. Predictors: (Constant), Leadership Styles

b. Dependent Variable: Strategy Implementation

Source: Author 2024

The hypothesis posits that the leadership styles employed at NHIF in Kenya do not yield statistically significant impacts on the execution of strategic plans. The hypothesis was examined using the information presented by top executives, revealing an R<sup>2</sup> score of

0.383 and an adjusted  $R^2$  score of 0.369. Additionally, mid-level managers disclosed an  $R^2$  score of 0.802, indicating a stronger correlation between leadership approaches and the execution of strategic plans under their supervision. Conversely, the feedback from technical personnel at NHIF displayed an  $R^2$  score of 0.353. This implied that middle management provided a high acceptance of 80.2% followed by senior management at 38.3%, and technical staff at 35.5% indicating a comparatively weaker correlation between leadership styles and strategic plan execution within their domains.

The analysis of variance was conducted, yielding noteworthy F-values of 28.504 for senior management, 308.037 for middle-level management, and 299.909 for technical staff. The values were paired with remarkably low p-values of 0.000, offering significant support for the investigation of different leadership styles as independent variables and their influence on strategy implementation as the dependent variable in the study.

The notable F-values and exceptionally low p-values underscore the robust relationship between leadership styles and the effective execution of strategies in the NHIF setting. Overall, this statistical analysis serves as a robust foundation for further inquiry into the effectiveness of different leadership styles in driving successful strategy implementation at the NHIF. This statistical output suggests a strong relationship between leadership styles and the outcomes being measured, indicating that the chosen leadership styles have a notable impact on the results observed.

In the context of the study, the t-test values of -5.339, 17.551, and -17.318 for senior management, middle-level management, and technical staff, respectively, highlight the statistical significance of the analysis aimed at examining the relationship between various leadership styles and their impact on the effective implementation of organizational strategies. The negative t-test value associated with senior management suggests a potential inverse relationship between certain leadership approaches within this tier and strategy implementation effectiveness. Conversely, the considerably higher positive t-test value for middle-level management indicates a potentially strong positive association between specific leadership styles employed at this level and successful

strategy execution. Furthermore, the negative t-test value observed for technical staff implies a contrasting relationship where leadership practices within this group may pose challenges or barriers to the realization of strategic goals.

In the regression analysis, specific coefficients were calculated to predict outcomes for different management levels within the organization. For senior management, the model yielded an unstandardized coefficient of -0.714 and a constant of 1.164. This implies that for every unit decrease in the leadership style specific to senior management, the outcome variable is expected to decrease by 0.714 units, while the constant value of 1.164 represents the baseline prediction. Moving on to middle-level management, the unstandardized coefficient was reported as 0.975 with a constant of 0.057. In this particular scenario, a growth of 0.975 units in the leadership approach tailored for middle-level managers is connected with a parallel rise in the outcome measure, with the constant value of 0.057 serving as the baseline prediction.

Lastly, for technical staff, the regression model showed an unstandardized coefficient of -0.538 alongside a constant of -0.125. This signifies that changes in the predictor variables for technical staff by -0.538 units will result in changes to the outcome variable, while the constant of -0.125 serves as the reference point for predictions. These findings shed light on how the different management levels are predicted to influence outcomes based on the regression model's coefficients and constants, providing valuable insights into the predictive capacities of the model at various organizational levels. Since the outcome was significant, the null hypothesis was rejected. This finding was consistent with that of Abubakar, (2022); Deche, (2018); Ayub, (2020); Zainol, Kowang, Hee, Fei, and Kadir's, (2021); and Kabeyi (2019). The prediction model for leadership style on strategy implementation therefore is  $Y = 1.164 - 0.741X$  for senior management;  $Y = 0.975 + 0.057X$  for middle level management and  $Y = 0.538 - 0.125$  for technical staff.

*The Second Hypothesis Ho<sub>2</sub>: Resource allocation has no statistically significant effect on implementation of strategic plans at NHIF, Kenya.*

**Table 4. 13: Correlation Analysis**

|                         | R                  | Significance at 99% level |
|-------------------------|--------------------|---------------------------|
| Senior Management       | 0.487 <sup>a</sup> | 0.001                     |
| Middle Level Management | 0.614 <sup>a</sup> | 0.000                     |
| Technical Staff         | 0.396 <sup>a</sup> | 0.000                     |

Source: Author 2024

The correlation coefficients obtained from the survey responses concerning the relationship between resource allocation and the implementation of strategies were presented by the senior management team, elucidating an R-value of 0.487. Similarly, the middle-level management representatives provided data illustrating an R-value of 0.614. Notably, the technical staff members' feedback yielded an R-value standing at 0.39.

The correlation coefficients demonstrate the intensity and alignment of the associations identified among the designated variables. A higher R-value indicates a stronger positive correlation, suggesting that as resource allocation increases, strategy implementation tends to improve correspondingly. On the other hand, a lower R-value, such as the R-value reported by the technical staff, shows a comparatively weaker positive correlation. However, the values provide positive and significant associations between resource allocation decisions and the subsequent execution of organizational strategies as perceived at different hierarchical levels within the NHIF.

**Table 4. 14: Regression Analysis**

|                         | R <sup>2</sup> | Adjusted R <sup>2</sup> | F-Test  | t-test  | Sign | Unstandardized B | Constant |
|-------------------------|----------------|-------------------------|---------|---------|------|------------------|----------|
| Senior Management       | 0.237          | 0.220                   | 13.975  | -3.738  | .001 | 0.335            | -0.039   |
| Middle Level Management | 0.377          | 0.369                   | 46.562  | -6.824  | .000 | -0.076           | 0.604    |
| Technical Staff         | 0.157          | 0.155                   | 102.300 | -10.114 | .000 | -0.003           | 0.264    |

a. Predictors: (Constant), Resource Allocation

b. Dependent Variable: Strategy Implementation

Source: Author 2024

In exploring the impact that resource distribution wielded on the execution of strategies within the organizational framework, the respective echelons of leadership offered valuable insights via their reported R<sup>2</sup> values. In the analysis of resource allocation's influence on strategy implementation, it was found that different levels of management significantly contributed to the variance explained by the R-squared values. The senior leadership's noteworthy impact was indicated by an R-squared value of 0.383, demonstrating statistical significance at a level of  $P < 0.05$ . Following closely behind, the middle-level management also made a substantial impact with an R-squared value of 0.369, also at a  $P < 0.05$  significance level. Additionally, the technical staff's role was evident, though to a lesser extent compared to the senior and middle-level management, with an R-squared value of 0.157, still showing statistical significance at  $P < 0.05$ .

The R-squared values indicate that senior management's efforts account for roughly 38.3% of the influence of resource allocation on strategy implementation. Similarly, the middle-level management's actions account for roughly 36.9% of the influence, while the technical staff's input explains about 15.7% of the variance in strategy implementation attributable to resource allocation. The percentages offer valuable information on how

responsibilities are divided across various management levels in an organization when it comes to allocating resources and the resulting influence on the successful execution of strategies. These results underscore the significance of efficient resource allocation strategies and the crucial contributions made by different management levels in ensuring the success of strategy implementation.

When examining the impact of resource allocation on strategy implementation, it was essential to take into account the perspectives offered by various management levels. The senior management's analysis showed an F-test value of 13.975, indicating a moderate influence, while the middle-level management's result displayed a higher F-test value of 46.562, implying a more robust connection between resource allocation and strategy implementation. Interestingly, the technical staff's F-test value of 102.300 illustrated the most substantial impact, underscoring the crucial role resource allocation has in molding strategic results. These diverse results underscore the multidimensional nature of resource allocation in strategy implementation. By examining the F-test results across various management levels, a clearer understanding emerges of how resource allocation decisions impact the organization's ability to effectively execute strategic plans.

Consequently, these findings underscore the necessity for strategic alignment among different management tiers to ensure cohesive decision-making processes and successful implementation of NHIF strategies. The F-test values presented by senior management, middle-level management, and technical staff underscore the complex relationship between resource allocation and strategy execution, emphasizing the importance of a cohesive strategy to enhance organizational performance and reach strategic goals as envisaged in the respective plans.

The data analysis highlights the significant impact of resource allocation on strategy implementation, ultimately shaping the performance of NHIF. This influence was apparent through the statistical analysis conducted within the NHIF's hierarchical structure. The senior management team, with its calculated t-test value of -3.738, hinted at a notable impact of resource allocation on strategic initiatives. Similarly, the middle-level management's recorded t-test value of -6.824 further confirmed the significance of

strategic resource distribution. Even the technical staff, presenting a substantial t-test value of -10.114, highlighted the profound effects of resource allocation decisions on strategy execution within the organization.

The analysis of findings provided significant revelations regarding the correlation between resource distribution and the execution of strategies at various managerial tiers. In particular, the senior management displayed a beta value of -0.039 and a constant of 0.335, suggesting a moderate impact of resource allocation on strategy implementation in this group. Moving on to the middle level management, the study found an unstandardized beta of -0.076 and a constant of 0.604, indicating a contrasting relationship where resource allocation seemed to have a weaker influence on strategy implementation. Similarly, the technical staff showed an unstandardized beta of -0.003 and a constant of 0.264, implying a minimal impact of resource allocation on strategy implementation within this group. These findings underscore the importance of tailoring resource allocation strategies based on the management level, as the effectiveness of such strategies may vary across different organizational tiers.

Given the statistical significance at the 99% confidence level, the null hypothesis was consequently rejected. These results align with the research conducted by Mubanga and Lesa (2024), as well as Gichuki, Gesimba, and Muhoho (2022); Musangi, Ngui, and Senaji (2023); and Mnjama and Koech (2019). It is however, inconsistent with that of Contrary Gandrita (2023). The predictive model for each management tier is  $Y = 0.335 - 0.039X$  for senior management;  $Y = 0.604 - 0.076$  for middle level management; and  $Y = 0.264 - 0.003$  for the technical staff.

*The third objective Ho<sub>3</sub>: Managerial skills have no statistically significant effect on implementation of strategic plans at NHIF, Kenya.* The correlation coefficient of the responses was as in Table 4.15 below.

**Table 4. 15: Correlation Analysis**

|                         | R                 | Significance at 99% level |
|-------------------------|-------------------|---------------------------|
| Senior Management       | .698 <sup>a</sup> | 0.000                     |
| Middle Level Management | .836 <sup>a</sup> | 0.000                     |
| Technical Staff         | .602 <sup>a</sup> | 0.000                     |

Source: Author 2024

The recorded correlations between Senior Management ( $r = 0.698$ ,  $p = 0.000$ ), Middle-Level Management ( $r = 0.836$ ,  $p = 0.000$ ), and Technical Staff ( $r = 0.602$ ,  $p = 0.000$ ) yield valuable insights into the correlation between managerial abilities and the implementation of strategic plans at NHIF in Kenya. The robust correlation values indicate a notable positive relationship between the various management tiers and the effective implementation of strategic initiatives. More precisely, the substantial positive correlation coefficients demonstrate that the higher the competency and efficiency of senior managers, middle-level managers, and technical staff, the greater the probability of accomplishing strategic objectives at NHIF.

These correlation results imply that the competencies and capabilities of management personnel play a crucial role in driving the strategic planning processes within NHIF. The strong correlations also suggest that there is a coordinated effort across various management levels to ensure the successful execution of strategic goals and objectives. Additionally, the findings underscore the importance of effective leadership, communication, and decision-making skills at all levels of management to facilitate the alignment of organizational objectives and the efficient implementation of strategic plans. The correlation analyses indicate the interconnectedness and collaborative nature of senior management, middle-level management, and technical staff in shaping the

strategic planning results at NHIF. By acknowledging and utilizing these connections, NHIF has the potential to improve its strategic management procedures and promote ongoing enhancements in the execution of strategic endeavors.

**Table 4. 16: Regression Analysis**

|                         | R <sup>2</sup> | Adjusted R <sup>2</sup> | F-Test  | t-test  | Sign | Unstandardized B | Constant |
|-------------------------|----------------|-------------------------|---------|---------|------|------------------|----------|
| Senior Management       | .487           | .476                    | 43.699  | 6.611   | .000 | .369             | .602     |
| Middle Level Management | .699           | .695                    | 178.694 | 13.368  | .000 | .834             | -.086    |
| Technical Staff         | .362           | .361                    | 312.106 | -17.667 | .000 | -.175            | .594     |

a. Predictors: (Constant), Managerial Skills

b. Dependent Variable: Strategy Implementation

Source: Author 2024

The correlations derived from the responses, under the premise that Managerial skills lack a statistically significant effect on the execution of strategic plans at NHIF in Kenya, offer illumination on the interplay between diverse managerial levels.

The statistical analysis revealed that the R<sup>2</sup> values for senior management, middle-level management, and technical staff about the impact of management skills on strategy implementation were statistically significant, with values of 0.487, 0.699, and 0.362 respectively, all at a significance level of  $P < 0.05$ . These R<sup>2</sup> values suggest that 48.7%, 69.9%, and 36.2% of the variability in strategy implementation can be accounted for by the management skills demonstrated by senior management, middle-level management, and technical staff, respectively.

Importantly, these percentages provide insights into the substantial impact that different levels of management have on the successful execution of organizational strategies. By examining the correlation between R<sup>2</sup> values and the impact of management skills on strategy implementation, organizations can customize their training and development initiatives to strengthen the competencies of their management teams at different levels

within the NHIF in Kenya. Furthermore, these findings underscore the essential role that effective management plays in driving the successful implementation of strategic initiatives within an organization, highlighting the importance of investing in the continuous improvement of management skill sets across all levels of the workforce to achieve optimal strategic outcomes.

By analyzing these percentages and correlations, a comprehensive understanding of how different levels of management impact strategic plan implementation at NHIF in Kenya can be gleaned, providing valuable insights for future decision-making and organizational development strategies. The regression analysis demonstrated a statistically significant influence with a P-value below 0.05 at a 99% confidence level, leading to the dismissal of the null hypothesis. These outcomes are in agreement with earlier investigations conducted by Ahmad, Ahmad, and Alam (2024); Mubanga and Lesa (2024); Ndegwa (2022); and Rotich (2017). The predictive model for each management tier is:  $Y = 0.602 + 0.369X$  for senior management;  $Y = -0.086 + 0.834$  for middle level management; and  $Y = 0.594 - 0.175$  for the technical staff.

*The fourth hypothesis Ho4: Staff motivation has no statistically significant effect on implementation of strategic plans at NHIF, Kenya.*

**Table 4. 17: Correlation Coefficient Staff Motivation and Strategic Implementation**

|                         | R                 | Significance at 99% level |
|-------------------------|-------------------|---------------------------|
| Senior Management       | .627 <sup>a</sup> | 0.000                     |
| Middle Level Management | .959 <sup>a</sup> | 0.000                     |
| Technical Staff         | .460 <sup>a</sup> | 0.000                     |

Source: Author, 2024

The correlations reported between different levels of management at NHIF in Kenya provide insightful information regarding Staff motivation's impact on strategic plan implementation. The notable correlation coefficients demonstrate a robust connection between Staff motivation and different levels of management, specifically Senior Management, Middle-Level Management, and Technical Staff. The strong correlation

observed in Senior Management ( $r = 0.627$ ,  $p = 0.000$ ) implies that leaders have a pivotal role in advancing the execution of strategic initiatives influenced by their motivation levels. Furthermore, the exceptionally high correlation observed in Middle Level Management ( $r = 0.959$ ,  $p = 0.000$ ) accentuates the pivotal influence of this managerial stratum on strategic plan execution, emphasizing the importance of motivation within this group. Additionally, the correlation coefficient for Technical Staff ( $r = 0.460$ ,  $p = 0.000$ ) hints at their significance in operationalizing strategic initiatives when adequately motivated. Overall, these correlations underscore the intricate interplay between Staff motivation and the effectiveness of strategic plan execution across different management levels at NHIF in Kenya, shedding light on the organizational dynamics influenced by motivation levels within its hierarchy.

**Table 4. 18: Regression Output Staff Motivation and strategy Implementation**

|                         | R <sup>2</sup> | Adjusted R <sup>2</sup> | F-Test  | t-test  | Sign | Unstandardized B | Constant |
|-------------------------|----------------|-------------------------|---------|---------|------|------------------|----------|
| Senior Management       | .393           | .379                    | 29.742  | 5.454   | .000 | .425             | .002     |
| Middle Level Management | .920           | .919                    | 885.914 | 29.764  | .000 | .890             | .115     |
| Technical Staff         | .211           | .210                    | 147.293 | -12.136 | .000 | -.003            | .306     |

a. Predictors: (Constant), Staff Motivation

b. Dependent Variable: Strategy Implementation

**Source: Author 2024**

The data provided illustrates the diverse levels of explanation observed among the different tiers of management with regards to the influence of staff motivation on strategic plan implementation. Senior management stands out with an F-test value of 29.742, indicating a discernible impact. Middle-level management, on the other hand, demonstrates a notably higher F-test value of 885.914, signifying a strong correlation between staff motivation and successful strategy execution within this stratum. The

Technical Staff category presents an F-test value of 147.293, further emphasizing the significant role of staff motivation in driving effective strategic plan implementation at this operational level.

Considering these proportions of F-test values across the various management layers, it is evident that each group contributes uniquely to the understanding of how staff motivation influences strategy execution. Senior management's F-test value sheds light on the initial impetus behind strategy implementation decisions and highlights the key factors that drive such choices. Middle-level management's substantially higher F-test value underscores the critical role that motivated staff play in successfully translating strategic plans into actionable steps and measurable outcomes. The Technical Staff's F-test value indicates the practical implications of staff motivation on the operational aspects of strategy implementation, emphasizing the importance of a motivated workforce in realizing strategic goals efficiently.

In essence, the diverse F-test values obtained from senior management, middle-level management, and Technical Staff collectively provide a comprehensive picture of how staff motivation inter-plays with strategic plan implementation at multiple organizational levels, underscoring the holistic approach needed to ensure successful execution of strategic initiatives. The data analysis conducted revealed interesting insights into the levels of explanation offered by different management tiers regarding the impact of staff motivation on strategic plan implementation. Upon examination, it was found that senior management's t-test value of 5.454, middle-level management's t-test value of 29.764, and the Technical Staff's t-test value of -12.136 all provide valuable perspectives on this crucial issue.

The senior management's t-test value of 5.454 suggests a moderate but significant explanatory influence of staff motivation on strategic plan implementation from their point of view. Conversely, middle-level management's notably higher t-test value of 29.764 indicates a stronger explanatory power assigned to staff motivation within their purview. The Technical Staff's unexpected negative t-test value of -12.136 introduces a

unique perspective, implying a potential inverse relationship between staff motivation and effective strategic plan implementation based on their experiences.

As such, it is evident that each tier of management offers distinct viewpoints on the interplay between staff motivation and strategy implementation. Senior management's interpretation hints at some influence, while middle-level management presents a robust positive correlation. On the other hand, the Technical Staff's results suggest a potential complication or unforeseen factor affecting strategy execution that warrants further investigation and consideration in the organizational setting.

With respect to the effect of employee motivation on strategic plan implementation at NHIF-Kenya, the data provided by various management levels reveal different levels of explanation reflected in the R<sup>2</sup> values. Senior management displayed a moderately explanatory R<sup>2</sup> value of 0.393, coupled with an adjusted R<sup>2</sup> of 0.379, demonstrating a statistically significant impact at  $P < 0.05$ . Conversely, middle-level management, demonstrated a high degree of explanation with an R<sup>2</sup> of 0.920 and an adjusted R<sup>2</sup> of 0.919, also reflecting significance at  $P < 0.05$ . Notably, the technical staff provided the lowest R<sup>2</sup> value of 0.211 and an adjusted R<sup>2</sup> of 0.210, denoting a weaker explanatory power compared to the other management tiers, yet still statistically significant at  $P < 0.05$ .

When analyzing these results collectively, the breakdown in percentages reveals that middle-level management contributes the most to explaining the variance in staff motivation affecting strategic plan implementation, accounting for approximately 92% of the variability. Senior management follows with a moderate explanatory power, explaining around 39% of the variance, while the technical staff's contribution is relatively lower, explaining about 21% of the variability. These insights shed light on how different levels of management within NHIF-Kenya play distinct roles in influencing staff motivation and its impact on strategic plan implementation.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

In this chapter, an extensive evaluation of the study's main findings is presented based on its predefined objectives. Additionally, the discussion delves into the conclusions drawn from these findings, encapsulating the essence of the research project. Furthermore, valuable recommendations emerge from the conclusion, shedding light on potential areas for practical application and future research. Finally, the chapter concludes with a wonderfully crafted section that identifies significant places ripe for additional inquiry, igniting interest and motivation for future research initiatives.

#### 5.2 Summary

The first objective was to examine the influence of leadership style on implementation of strategic plans at NHIF, Kenya. The research findings indicate that among all levels of management, leadership style is important in implementation of strategic plans at NHIF. The responses were so diverse on whether leadership styles had an influence on strategy implementation where both senior management and technical staff were uncertain, but the middle management disagreed. The regression analysis results found out that there was a positive but statistically significant relationship between leadership style and implementation of strategic plans in NHIF at all levels of management. Results provided by senior management, indicated ( $R^2$  value of 0.383  $P < 0.05$ ), and middle-level managers ( $R^2$  of 0.802,  $P < 0.05$ ), and technical staff ( $R^2$  of 0.353  $P < 0.05$ ), This implied that middle management provided a high acceptance of 80.2% followed by senior management at 38.3%, and technical staff at 35.5% indicating a comparatively weaker correlation between leadership styles and strategic plan execution within their domains.

The second objective was to assess the influence of resource allocation on implementation of strategic plans at NHIF, Kenya. Analysis conducted on different levels of management within the organization, including senior management, middle-level management, and technical staff revealed varying degrees of influence regarding resource allocation on strategy implementation. The results indicated a significant correlation between resource allocation and strategy implementation effectiveness among senior

management ( $R^2 = 0.383$ ;  $P < 0.05$ ), middle-level management ( $R^2 = 0.369$ ;  $P < 0.05$ ), and technical staff ( $R^2 = 0.157$ ;  $P < 0.05$ ). The findings suggest that senior management's decisions on resource allocation have the strongest impact on strategy implementation success, followed by middle-level management, with technical staff showing a comparatively lower level of influence. The study underscores the importance of strategic resource allocation decisions made by different management levels in achieving organizational goals and objectives effectively. Further research may be warranted to explore the specific mechanisms through which resource allocation practices can be optimized across all levels of management to enhance overall strategy implementation outcomes.

The third objective was to assess the influence of managerial skills on the implementation of strategic plans at NHIF, Kenya. The senior management, consisting of seasoned executives and top-level decision-makers within NHIF, reported their findings on the relationship between management skills and the successful execution of strategic initiatives. They specifically stated that the coefficient of determination (R-square) was calculated to be 0.476 with a significance level (P-value) below 0.05, indicating a moderate but statistically significant impact. Furthermore, the middle-level management group, comprising department heads and supervisors responsible for translating strategic directives into actionable plans, also conducted their analysis, revealing a higher R-square value of 0.699 with the same level of significance. Meanwhile, the technical staff, encompassing skilled managers providing valuable inputs and executing operational tasks, recorded an R-square value of 0.362, also deemed statistically significant.

These insights shed light on the crucial role played by management skills in facilitating the effective implementation of NHIF strategies across various levels within the Institution's hierarchical structure. Ultimately, this comprehensive examination underscores the importance of strong leadership, effective decision-making, and streamlined communication channels in driving strategic success and achieving desired outcomes for the NHIF. The fourth objective was to analyze the influence of staff motivation on implementation of strategic plans at NHIF, Kenya. The feedback received regarding this objective displayed a range of opinions, reflecting a diverse perspective

within the organization. Notably, the senior management and technical staff expressed uncertainty, while the middle-level management was in agreement.

Upon further examination of the data using regression analysis, a significant discovery was made: a positive and statistically significant correlation between staff motivation and the implementation of strategic plans within the NHIF framework. This correlation was evident at various management levels within the organization. In particular, the regression analysis indicated a moderately strong relationship between staff motivation and the execution of strategic plans among senior management, as evidenced by an R-squared value of 0.393 and a significance level of  $P < 0.05$ .

The middle-level management cohort exhibited a notably strong correlation between staff motivation and strategic plan implementation, as indicated by a robust R-squared value of 0.920 and a significance level of  $P < 0.05$ . Moreover, the technical staff displayed a lower but still significant relationship, with an R-squared value of 0.211 and a significance level of  $P < 0.05$ . These findings underscore the consistent trend across all management levels, emphasizing the critical role of staff motivation in driving successful strategic plan execution within NHIF and its impact on organizational performance and outcomes.

### **5.3 Conclusion**

The results of the study suggest that the manner in which leadership is exercised has a significant impact on steering the execution of strategic initiatives within NHIF. Effective leadership not only sets the tone for the organization but also influences how resources are allocated, managerial skills are utilized, and staff members are motivated. By showcasing a positive and statistically significant impact on strategic plan execution, it is evident that the manner in which leaders lead, resources are managed, skills are applied, and employees are encouraged can directly affect the success of implementing strategic initiatives at NHIF.

Moreover, the relationships between leadership style, resource allocation, managerial skills, and staff motivation in this study underscore the interdependent nature of these factors when it comes to strategy implementation. A cohesive approach that aligns these

key elements can enhance the organization's ability to realize its strategic objectives effectively and efficiently. It is clear that a strategic focus on developing strong leadership capabilities, optimizing resource distribution, honing managerial expertise, and fostering a culture of motivation among staff members is paramount for NHIF to successfully execute its strategic plans.

In essence, the study sheds light on the critical components that contribute to the successful implementation of strategic plans at NHIF. By emphasizing the importance of leadership, resource management, managerial proficiency, and staff engagement, the findings provide valuable insights into how these aspects collectively impact the NHIF's ability to translate strategic intentions into actionable results. This underscores the significance of integrating these factors cohesively to drive strategic success and achieve sustainable outcomes within NHIF.

#### **5.4 Recommendations**

The investigation has revealed that a range of factors are pivotal in the successful deployment of strategic plans within NHIF. Specifically, leadership style, allocation of resources, managerial competencies, and staff motivation were identified as significantly positive influences in this process. Based on these results, it is recommended that NHIF focuses on enhancing its leadership practices by encouraging a participative and transformational approach. Additionally, allocating resources effectively and efficiently, while investing in the continuous development of managerial skills, can greatly facilitate the implementation of strategic plans. Moreover, creating a work environment that fosters staff motivation through recognition, rewards, and opportunities for growth is vital to ensuring sustained success in executing strategic initiatives. In light of these findings, NHIF should consider adopting a holistic approach that addresses these key areas to optimize the execution of its strategic plans and achieve desired outcomes.

#### **5.5 Suggestions for Further Research**

The study's results indicate that the four factors examined in this research, namely leadership style, managerial skills, resource allocation, and staff motivation, were not fully adequate in explaining the effective execution of strategic plans at the National

Health Insurance Fund (NHIF). This indicates that factors beyond these four variables likely contributed to the remaining percentage of unexplained variance in strategic plan execution.

Possible additional influences that could have impacted the implementation of strategic plans that another study should address include organizational culture, regulatory environment, communication effectiveness, financial constraints, technological advancements, or even unforeseen events such as natural disasters or political instability. The unexplored factors may have been instrumental in determining the outcomes observed in the NHIF's strategic plan execution process. It is essential for future research to consider these potential variables to gain a more comprehensive understanding of the complexities involved in successfully implementing strategic plans within health-care organizations like NHIF. By identifying and analyzing these overlooked factors, researchers can offer more robust insights and recommendations to enhance strategic planning processes and ultimately improve organizational performance and outcomes in the health-care sector.

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## APPENDICES

### **Appendix I: Letter of Self- Introduction**

15/08/2023

Rahab Njeri Gachie  
47856 – 00100  
Nairobi

Dear Sir/Madam,

#### **RE: Letter of Introduction**

I am a post graduate student of Laikipia University undertaking research on Influence Of Managerial Factors On Implementation Of Strategic Plans At National Health Insurance Fund, Kenya

You have been selected as one of the key respondents. I kindly request you to fill the questionnaire attached to the best of your knowledge. The information is purely for research purpose and will be treated with utmost confidentiality. In no way will your name appear in the final report. Therefore, do not write your name or that of your school in any part of the questionnaire.

Thank you for your valuable co-operation.

Yours faithfully,

Rahab Njeri Gachie  
MBA student, Laikipia University.

**APPENDIX II: RESEARCH QUESTIONNAIRE**

Please answer the questions in the questionnaire as honestly as possible. All your answers will be treated with confidentiality. Kindly complete the designated fields in each section.

**SECTION A**

**Background information**

Kindly respond by a tick (√) for your answer

1. What is your position in this firm? .....

2. Years of experience:

Below 5 years

6-15 years

16-25 years

26-35 years

3. Academic qualifications

O-level

Diploma

Degree

Postgraduate

**SECTION B: Leadership Style**

Please indicate your level of agreement with the statements provided by selecting the appropriate number on a scale of 1 to 5, where 5 represents strong agreement, 4 represents agreement, 3 represents uncertainty, 2 represents disagreement, and 1 represents strong disagreement.

| <b>Statement</b>  | <b>5</b> | <b>4</b> | <b>3</b> | <b>2</b> | <b>1</b> |
|---|----------|----------|----------|----------|----------|
| Leaders in NHIF use authority when giving orders and instructions when implementing a strategic plan                          |          |          |          |          |          |
| The management makes all decisions concerning implementation of strategic plans at NHIF                                       |          |          |          |          |          |
| Managers and leaders at NHIF always consult employees on issues arising in the implementation of strategic plans              |          |          |          |          |          |
| Managers involve NHIF employees in the development of strategies to make implementation of strategic plans a success          |          |          |          |          |          |
| Managers at NHIF use a hands-off approach when implementing strategic plans and only direct employees when there is a need to |          |          |          |          |          |
| Employees in NHIF have freedom to exercise their innovations in the organization when implementing a strategic plan           |          |          |          |          |          |

### **SECTION C: Managerial Skills**

Please indicate your level of agreement with the statements provided by selecting the appropriate number on a scale of 1 to 5, where 5 represents strong agreement, 4 represents agreement, 3 represents uncertainty, 2 represents disagreement, and 1 represents strong disagreement.

| <b>Statement</b>   | <b>5</b> | <b>4</b> | <b>3</b> | <b>2</b> | <b>1</b> |
|--|----------|----------|----------|----------|----------|
| Managers in NHIF have hands on skills in implementing a strategic plan as expected by the management |          |          |          |          |          |
| Hands- on skills are important for managers in NHIF to implement the strategic plans                 |          |          |          |          |          |
| Managers at NHIF make decisions in a timely manner when implementing strategic plans                 |          |          |          |          |          |
| Good decision-making skills are important for managers   |          |          |          |          |          |

|  |  |  |  |  |  |
|--|--|--|--|--|--|
| when implementing strategic plans  |  |  |  |  |  |
| NHIF has the required technical skills among management staff to achieve organizational objectives                                     |  |  |  |  |  |
| Staff at NHIF have been trained in managerial skills which enable them to execute their duties properly                                |  |  |  |  |  |
| Managers at NHIF are able to analyze situations when implementing strategic plans and formulate ideas to make implementation a success |  |  |  |  |  |
| Communications strategies applied in NHIF influence the outcome of implementation of strategic plans                                   |  |  |  |  |  |
| Communication on strategic plan implementation at NHIF is communicated on a timely basis   |  |  |  |  |  |

**SECTION D: Resource Allocation**

Please indicate your level of agreement with the statements provided by selecting the appropriate number on a scale of 1 to 5, where 5 represents strong agreement, 4 represents agreement, 3 represents uncertainty, 2 represents disagreement, and 1 represents strong disagreement.

| <b>Statement</b>   | <b>5</b> | <b>4</b> | <b>3</b> | <b>2</b> | <b>1</b> |
|--|----------|----------|----------|----------|----------|
| The budgetary allocation system is adequate for NHIF operations when implementing strategic plans                          |          |          |          |          |          |
| The management incorporates external factors when allocating resources to various departments in NHIF                      |          |          |          |          |          |
| There is adequate human resource in NHIF for successful implementation of strategic plans                                  |          |          |          |          |          |
| NHIF matches the job to the skills required when implementing strategic plans  |          |          |          |          |          |
| Resources allocated are always adequate for each department to facilitate proper implementation of strategic plans at NHIF |          |          |          |          |          |

|  |  |  |  |  |  |
|--|--|--|--|--|--|
| NHIF normally allocates resources based on project request and requirements in the strategic plans |  |  |  |  |  |
|--|--|--|--|--|--|

**SECTION D: Staff Motivation**

Please indicate your level of agreement with the statements provided by selecting the appropriate number on a scale of 1 to 5, where 5 represents strong agreement, 4 represents agreement, 3 represents uncertainty, 2 represents disagreement, and 1 represents strong disagreement.

| Statement   | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| Monetary rewards mainly influences employees commitment to implementing strategic plans in NHIF       |   |   |   |   |   |
| Material rewards that employees may suggest influences implementation of strategic plans in NHIF      |   |   |   |   |   |
| Appreciation of employees influences in the implementation of strategic plans in NHIF                 |   |   |   |   |   |
| Recognition of employees on regular basis affect implementation of a strategic plan in NHIF           |   |   |   |   |   |
| Employees career prospects affect implementation of a strategic plan in NHIF                          |   |   |   |   |   |
| Employees career support by organization management affect implementation of a strategic plan in NHIF |   |   |   |   |   |

**SECTION E: Implementation of Strategic Plans**

Please indicate your level of agreement with the statements provided by selecting the appropriate number on a scale of 1 to 5, where 5 represents strong agreement, 4 represents agreement, 3 represents uncertainty, 2 represents disagreement, and 1 represents strong disagreement.

| <b>Statement</b>  | <b>5</b> | <b>4</b> | <b>3</b> | <b>2</b> | <b>1</b> |
|---|----------|----------|----------|----------|----------|
| The organization always develops an implementation program for execution of its strategies  |          |          |          |          |          |
| There is effective follow-up of activities that are expected to be performed in view of the strategic plan                                  |          |          |          |          |          |
| A cross departmental monitoring and evaluation team is normally appointed to oversee execution of the strategic plan                        |          |          |          |          |          |
| An implementation committee is usually appointed to provide quarterly reports to management on the progress of executing the strategic plan |          |          |          |          |          |
| The timelines for execution of strategic plans are realistic and flexible to cater for environmental changes                                |          |          |          |          |          |
| A feedback system has been put in place to enhance review of plans in case of deviations  |          |          |          |          |          |

**THANK YOU FOR YOUR COOPERATION**

**APPENDIX III: CONSENT FORM**

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**CONSENT FORM**

**STUDENT NAME: RAHAB GACHIE**

**REGISTRATION: MB24/2069/13**


**TITLE OF THE PROJECT:** Influence of Managerial Factors on Strategic Plan Implementation at National Health Insurance Fund, Kenya.

By signing this consent form, I declare that:

1. I recognize the expectations placed on me as a respondent, which involve honestly answering a set of questions in a questionnaire. My decision to engage in this research is entirely voluntary, and
2. I have the option to withdraw from the study at any time without having to provide a justification.
3. I accept that the information I provide will only be used for the purposes of this study, and I give consent for authorized personnel to access my data.
4. I understand that my data will be handled with the highest level of confidentiality and will not be revealed to any third parties.
5. Moreover, I understand that my data will be securely disposed of once the study is finished. I understand that my identity will remain anonymous during the duration of the research.

Signed:..... Date.....


**APPENDIX IV: RESEARCH PERMIT BY NACOSTI**

  
**REPUBLIC OF KENYA**

  
**NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION**

**Ref No: 964944** **Date of Issue: 19/January/2023**

**RESEARCH LICENSE**




**This is to Certify that Miss. Rahab Njeri Gachie of Laikipia University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: INFLUENCE OF MANAGERIAL FACTORS ON STRATEGIC PLAN IMPLEMENTATION AT NATIONAL HOSPITAL INSURANCE FUND, KENYA for the period ending : 19/January/2024.**


**License No: NACOSTI/P/23/23251**

**964944**

**Applicant Identification Number**

  
**Director General  
NATIONAL COMMISSION FOR  
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**Verification QR Code**



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