EFFECT OF ORGANIZATIONAL RESOURCES ON STRATEGY IMPLEMENTATION IN FAITH-BASED ORGANISATIONS IN KENYA: A CASE OF TENWEK HOSPITAL

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Abstract

The purpose of this study was to examine effect of organizational resources on strategy implementation in Faith-based organizations. Specifically, the study sought to determine the effect of human resources, financial resources, information systems resources and organizational structure on strategy implementation in Tenwek Hospital. The study used a case study research design. The target population comprised forty staff working in various units in the Tenwek Hospital at supervisory and senior management level. Census approach was used. Primary data used in this study was collected using self-designed questionnaire. Data was analyzed using descriptive and inferential statistics (coefficient correlation and multiple regression analysis). Correlation coefficient was used to test non-causal relationship between study variables which showed that there was a relationship between the study variables. There exists positive significant correlation between human resources and strategy implementation (r = 0.519, p < 0.05), financial resources and strategy implementation (r = 0.430, p < 0.05),

information system resources and strategy implementation (r = 0.426, p < 0.05) and between organizational structure and strategy implementation (r = 0.413, p < 0.05). The multiple regression shows that the overall R^2 of 0.516 indicated that 51.6 % of the variance in strategy implementation can be attributed to organizational resources that were included in the model. It was concluded human resources, financial resources, information system resources and organizational structure has a significant effect on strategy implementation. Further, organization culture has a significant moderating effect on the relationship between organizational resources and strategy implementation. It was recommended that the effective and efficient coordination between departments should be ensured to enhance strategy implementation process. It was recommended that through staff involvement in the strategy implementation process deep-rooted beliefs and sub-cultures will be eliminated which might affect strategy process.

Keywords: Organizational resources, strategy implementation, faith based hospitals

INTRODUCTION

Strategic management entails administrative choices and activities that decide the long-run implementation of an organization. Strategic management process has four fundamental stages comprising of natural filtering, strategy definition, strategy implementation and procedure valuation and control (Zaribaf and Hamid 2008).Environmental examining is an examination of inward qualities and shortcomings just as the outside dangers and chances of an organization. The second phase of the managerial procedure, which is the strategy detailing, is worried about picking the most proper game-plan for the acknowledgment of authoritative objectives and targets to accomplish the organization vision. The fourth stage in the process is worried about three fundamental exercises: analyzing the hidden bases of a company's procedure, contrasting expected with genuine outcomes and taking remedial activities to guarantee that implementation fits in with plans (Yukl, and Mahsud 2010).

Implementation of strategy is the third stage during the time spent strategic management. It comprises of seeing what an organization will take to make the strategy work and to achieve the focused on implementation on timetable. The activity of actualizing system is principally an activity driven authoritative assignment that cuts crosswise over numerous inner parts of the organization. These viewpoints include: Building an organization equipped for completing the strategy effectively, creating spending plans that steer resources into inner exercises basic to vital achievement, inspiration of representatives, making favorable workplace, establishment of strategy steady approaches and procedures, building up a reporting system

and announcing framework to follow advancement and screen implementation and applying the interior authority expected to drive implementation forward and to continue enhancing how the procedure is being executed (Wekesa, 2013).

Organizational resources enable organizations to move forward, and "allocating these resources to projects ought to be done cautiously. Apportioning these resources can be intense, yet an organization can gain the resources they need properly through watchful practice. It is hard to actualize a strategy when resources are not accessible. In the midst of declining resources, it is significantly increasingly important that spending advancement and vital arranging be firmly associated with guarantee subsidizing shortages so that it does not thwart implementation of system. Fry, Stoner and Harrison (2012) divided organizational resources into human resources, tangible materials, finances, and information. Lee (2009) expanded the definition into six types of resources. They included administrative (structural) resources; human resources; financial resources; physical resources; political resources; and reputation resources.

Faith-based Hospitals

The Kenyan health system comprises of the public sector; Ministry of Health and Parastatals organizations and the private sector which comprises of Private for profit, Non-Governmental Organizations (NGOs), and Faith-Based Organizations (FBOs) according the Kenya Health Policy 2014-2030. Faith-based healthcare centers can be defined as those healthcare service providers affiliated with, supported by or based on religion or a religious group. Under this framework, privately owned and operated clinics and hospitals supplement the services offered by the public sector in the health systems. In fact, the faith-based category of healthcare institutions constitutes 30 and 40 per cent of the hospitals beds in Kenya (Muga, Kizito, Mbayah and Gakuruh, 2004)."

Tenwek Hospital is a non-benefit religious organization, a service of Africa Gospel Church and in organization with World Gospel Mission. The hospital has 300 beds and gives compassionate healthcare to the human resources in the encompassing regions and offer specialty referral services for a significant number of the neighboring districts. It likewise offers trainings for medical students, interns, nursing students, dental professionals, lab specialists, pharmaceutical experts, orthopedics, and chaplains and furthermore gives propelled training to specialists in family practice and medical surgery.

Strategy Implementation at Tenwek Hospital

The health facility was established in 1937 by evangelists from World Gospel Mission and has since become a main educating and referral medical health facility in the region and one of the biggest mission medical clinics in Africa. Through partnerships with various organizations, long term and visiting physicians (Facilitated through **Samaritan's Purse**), provide Tenwek patients with expertise in hospital care, out-patient treatment (Supported through **USAID**), and HIV/AIDS care through the **PEPFAR** program. Tenwek is also supported by **Friends of Tenwek** (FOT), a non-profit organization based in US committed to building key relationships and resources to help Tenwek fulfill its . Friends Of Tenwek has raised funds through various organizations and private donors to support the projects and goals of Tenwek Hospital in addition to keeping those who have visited Tenwek in the past informed and involved with developments at Tenwek today (Tenwek, 2018).

The hospital's strategic plan (2014-2018) envisions strategic objectives that the hospital intends to achieve to enhance service delivery. These strategic objectives include; the introduction of new residency programs, implementation of Electronic Medical Records, facility improvements such as diagnostic imaging, expanding available procedures and improve the flow of patients through the currently congested X-ray. Further, envisioned in the strategic plan are plans to install a second hydroelectric turbine at Tenwek Hospital will triple our power capacity and procurement of a new Radiography/Fluoroscopy Machine .This study therefore seeks to examine whether organizational resources and availability has hampered completion of these projects some of which are contained in the strategic document.

Statement of the problem

"The implementation stage of strategic management seeks to create a fit between the organizations formulated goal and its ongoing activities. Miller (2002), noted that organizations fail to implement around 70 per cent of their new strategies because of difficulty in how they achieve necessary changes. Mankins and Steele (2005) also observed that 40-60 per cent of the potential value of strategic plans is never realized due to inefficiencies in organizational resources. Study by Yamo (2006), Awino, Muturia and Salah (2014) show a positive correlation between successful implementation of strategic plans and allocation of resources. Strategy implementation is an important component in strategic management process. Many organizations develop good strategies to give them an edge and competitive advantage.

According to the hospital's strategic plan (2014-2018), it envisions strategic objectives that the hospital intends to achieve to enhance service delivery. According to information available in Tenwek Hospital's official website some of its long-term projects are still under-going and yet to be completed. The management of the hospital has tried so much but still,

some of the strategic objectives have not been achieved within the specified period. The study sought to examine whether organizational resources has affected completion of these projects outlined in the strategic plan.

Specific Objectives

In achieving the general objective the following specific objectives guided the study.

i. To determine effect of human resources on strategy implementation in Faith-based Hospitals

ii. To establish effect of financial resources on strategy implementation in Faith-based Hospitals

iii. To identify effect of information system resources on strategy implementation in Faith-based Hospitals

iv. To identify effect of organizational structure on strategy implementation in Faith-based Hospitals

Research Hypotheses

The following research hypotheses were tested in this study;

H_01: Human resources has no significant effect on strategy implementation in Faith-based Hospitals

H_02: Financial resources has no significant effect on strategy implementation in Faith-based Hospitals

H_03: Information system resources has no significant effect on strategy implementation in Faith-based Hospitals

H_04: Organizational structure has no significant effect on strategy implementation in Faith-based Hospitals

Significance of the Study

Empirical research has shown a link between organizational resources and strategy implementation and therefore the findings of this study may enhance the implementation of strategic plans by the faith-based healthcare institutions and county governments. This may positively impact on the performance of the faith-based healthcare institutions. Further, other interested parties with the findings such as private hospitals and county hospitals may benefit with the findings through enhancing allocation of resources in the respective health facilities to enhance service delivery."

There is insufficient information on the relationship between organizational resources and strategy implementation among faith-based health institutions especially in County of Bomet. The findings of the research may build on the knowledge body and made available for other scholars. Further, the study recommendations may form basis for further research on strategy implementation.

LITERATURE REVIEW

Mintzberg and Mintzberg (2009) "argued that a firm could be a set of resources, tangible and intangible. These resources need to be properly managed for strategy implementation to achieve success. In line with Henry (2008), whereas the existence of resources is vital, resources intrinsically don't confer any profit to a company. It is the economical configuration of resources with competencies a company has.

Kachru (2005) communicated that strategy implementation includes the resources of the organization and consequently the strategy amid which these resources imitate inside the exercises and decisions required for the implementation of a key set up. The formulation and implementation of strategy need a good deal of resources; time, financial, human and physical resources (Ali, Mohamad & Tretiakov, 2013). The classifications of organizational resources are as; human resources, financial resources, structure (Lee, 2009) and information system as a resource (Fry & Hattwick, 2004).

Human Resources and Strategy Implementation

The administration best strategy implementation instrument is an arrangement of remunerations and motivations attached firmly to the accomplishment of the focused on strategic implementation (Lunenburg, 2010). Executing a strategy relies upon the individuals from the organization and specifically the key supervisors. The absolute most useful resource that administration can use to pick up worker pledge to completing the strategy is connecting the reward framework to key important implementation results (Pearce & Robinson, 2007).

Most strategic plans fail at implementation stage if the CEOs rent trade consultants from outside the organization to draft the plans. The emphasis ought to air the involvement and active participation of the staff and different stake holders of the organization. This may produce possession of the strategy by the staff and enhance their commitment to the plan implementation. Entire team and therefore the staff concerned ought to be competent enough. The effectiveness of strategy implementation is dependent standard of individuals concerned within the process; the chief executive officer, middle management, lower management and

non–management. The human resource department strategy ought to be aligned with the organization's strategy (Stewart, Chris, Martin Kornberger & Jochen, 2011).

Participative strategic designing completely affects personnel commitment to strategy implementation that will increase company performance. The best plan behind participative strategic designing is to make modification among an organization by involving personnel to commit them to the implementation of the strategic change.

Participative strategic designing is simply doable once its objectives are communicated within the right means. Communication, during this case, ought to aim at shifting the main focus from the initial fanfare of strategic arrange launch to employees members to clench the strategy implementation (Thompson & Martin, 2010).

Training of staff allows them to effectively address ever-changing wants and factors within the external atmosphere. A change in strategy needs a corporation to vary. The human resource creating those modifications thus would like correct coaching to articulate the change method. Worker coaching from this attitude influence the strategy implementation method (Walker & Reif 2003). Reward methods must be connected with business strategies (horizontal linkage) being enforced to reinforce implementation (Straus & Sayles, 2002). Non-financial rewards, however, bring larger recognition to the recipient and possess a long impact on the staff which will end in a raised engagement within the structure goals. This makes reward associate integral a part of strategy implementation (Straus et al, 2002).

Further, Caliskan (2010) determined that strategic human resource management allows organizations to be simpler by integration the strategic aims of business and therefore the human resource strategy and implementation. The knowledge and skill of individuals will be the key factors sanctioning the best implementation of methods. Human resources are the foremost necessary resource in a very pedagogy establishment. The human resource dimension of strategy will be divided in human resource as a resource, human resource and behavior and therefore the must organize human resource. Human resource as a resource is worried with the non-public and structure competences required and performance management, human resource and behavior refers to private and collective behaviors and organizing human resource is worried with the hour performance, the role of line managers and therefore the structures and processes (Walker & Reif, 2003).

Financial Resources and Strategy Implementation

Financial resources have a basic significance in strategy implementation. The predetermined system ought to be solidified in what's monetarily conceivable inside the organization. Finance and in this manner the strategy through which it is overseen might be a key determinant of key

achievement. Three issues that organizations face as far as the connection among strategy and finances are; overseeing worth, regardless of whether this can be included with making worth for investors or making certain the best utilization of open financial (for example spending plans), financing key improvements, financial related desires for partners can change, each between totally various partners and in regard to various strategies (Zaribaf and Hamid, 2010).

Zaribaf and Hamid (2010) set that though giving financial resources (planning) to help strategy, this should be apportioned appropriately. The planning workers ought to have the experience to allot the right amount required all through the implementation part. An organization that has low income probably won't have reserves available to execute the picked strategy at time the owner had set within the strategic set up. The management could delay implementation of one or more strategies. Some organizations may commit the limited financial resources to short term monetary challenges like paying bills that they neglect the strategy implementation altogether. The corporate goes from crisis to crisis while not a solidly setting up for the longer term (azcentral, 2018). Organizations with bold long-range growth plans could need outside capital to fund these growth plans. Firms that don't have a history of profitableness or are early stage companies could see it tough to qualify for debt capital from monetary establishments. Scarcity of capital will stop the small-business owner from having the ability to implement his strategic set up on the size he had hoped (azcentral, 2018).

Information System Resources and Strategy Implementation

Information system development may be a resource additionally thought of in strategy implementation. This may have an effect on the competitive forces on a corporation and additionally its strategic capability. Problems that require to be taken into consideration regarding the link between business strategy and technology and the way technology will change strategic success are: the means by which innovation changes the focused situation, innovation and vital capacity and arranging innovation to accomplish advantage (Hunger and Wheelen, 2007). The developing significance of information System is to help business task requests for satisfactory information system structuring. They note that reasonable information system structuring enables organizations to adjust the vital business targets. An effective framework guarantees absence of information uncertainty.

As per Al-Mamary, Shamsuddin and Aziati (2013), a proficient administration of information is considered a vital piece of structure system. They contest that thriving organizations should gather prime quality information which can cause high caliber of information and for a fruitful and viable social control choosing, it's important to create right,

opportune and pertinent information to call producers. Consequently, a productive framework takes inward data from the framework and condenses it to important and supportive structures.

Organizational Structure and Strategy Implementation

Pearce associate and "Robinson (2007) outlined an organization structure as formalized arrangement of interaction between responsibility of tasks, individuals and resources in a company. According to Pearce and Robinson (2007) high systematization reduces the capability for improvising and making new competencies. The structure is thus to help with routine issues however it's unable to deal with new concepts. This thus reinforces past behaviours and inhibits speedy response to the competitive setting.

The second component of structure is centralization. Centralization alludes with respect to whether decision making is intently controlled by high management team or is assigned to center and lower level supervisors (Olsona *et al.,* 2005). According to Pearce and Robinson (2007) a much incorporated structure is incredibly demanding on the proprietor. On the contrary hand, a good organization structure designates and separates the everyday operational decisions and influence strategy implementation. The matrix structure maximizes economical use of practical managers yet as giving the center level managers broader exposure to strategic problems.

Olsona *et al.* (2005) posit that whereas fewer innovative concepts may well be place forth in centralized organizations, implementation tends to be uncomplicated once a choice is formed. The component of the organizational structure is specialization. From research by Kimiti, Okello and Karanja (2014), specialization characterizes the degree at which offices and staff are practically specific or coordinated. The term may furthermore mean the degree at which errands are separated inside the organization. Kimiti *et al*(2014) states that commonsense specialization grants organization individuals to focus on the implementation of nominative and barely lay out assignments.

Strategy Implementation

Chapman (2004) sees strategy implementation in light of the fact that the technique through which a chosen procedure is put energetically. It includes style and management of frameworks to understand the best mix of human asset, structure, procedures, and resources in accomplishing organization goals. Chapman (2004) sees that few organizations battle to make an interpretation of the strategy enthusiastically designs and modify the procedure to be a success. There's a growing recognition that the foremost necessary issues in strategic management are not associated with strategy formulation,

however rather strategy implementation. No theme for implementing strategy will foresee all the events and issues which will arise within the course of the strategy implementation process.

A strategic set up may be a paper that sets out the plans of the company to succeed in goals, and can be of no use without its implementation. In keeping with David (2003) strategic implementation is important to organization's success and entails where, when, and the way of achieving the required goals and objectives. It pays attention to the whole organization and takes place after environmental scans, SWOT analysis, and distinctive strategic problems and goals. Implementation involves assigning people tasks and giving clear timelines which will facilitate a company reach its goals.

A good implementation set up ought to have a leader, similar to the CEO, imparts the vision, energy and practices fundamental for achievement. The set up should be comprehensive and everyone inside the organization ought to be occupied with it.

Implementation measure devices are valuable to create inspiration and license for development. Implementation commonly incorporates a key guide that distinguishes and maps the key fixings which will coordinate implementation. Such fixings exemplify funds, advertise, and work setting, tasks, human asset and accomplices (Keitany, 2014).

Resource Based View Theory

The resource-based was created as a supplement to the business organization (IO) read with Gibbert (2006) and March (1991)" as some of its fundamental defenders. An organization is presumably going to succeed and outperform if there is pertinent supply of the resources significant for its business and its procedure. The defenders of this theory contend that exceptional resources give an organization an upper hand.

Wernerfelt (2004) clarifies that the theory generally fights that any sort of association advantage that an organization may reap from the undeniable endowment of resources. "An organization chooses the esteem, rareness and imitability to attest property of resources that are required all through the procedure of strategy implementation. The key idea inside the RBV structure is the distinctive confirmation of properties of resources that are significant in making an upper hand to assert convincing strategy itemizing, implementation, improvement and accomplish value." This theory will be applicable to this examination as it helps in seeing how resources assignment procedure influences technique implementation in Faith-Based Hospitals.

The General Systems Theory

"The theory rose up and was crafted by partner Austrian life researcher Ludwig von Bertalanffy in 1930's. It explains about the structure and properties of a framework as far as connections and interdependencies among various components from that the properties of the full develop." The framework hypothesis conjointly sees the planet regarding connections and incorporation and underlines the standard of organization.

Bank, Carson and Full Chief Naval officer (1996) shows a framework as a gaggle of articles that are bound together along in ordinary organization or correspondence toward the achievement of goals. This means that framework is shaped of totally unique components that work along in an exceedingly customary relationship to achieve a standard objective. A company as a framework; there exist subsystems like human asset, body, the executives information frameworks, social-specialized, auxiliary et al (Swanson & Holton, 2001; Torraco, 2005). The motivation of frameworks hypothesis is that everybody in the components of an organization is reticulated and consistently transforming one variable bringing changes to various factors. Organizations are seen as open frameworks wherever they are normally interfacing with their air. They are in an exceedingly condition of dynamic harmony as they adjust to natural changes.

The principal essential per the theory are the examples seeing someone and obligations which joins reconciliation (the methods exercises are composed), separation (the methods assignments are partitioned), the structure of the gradable connections (expert frameworks), and furthermore the formalized strategies, strategies and controls that direct the organization (managerial frameworks).

The administration component in an organization alone probably won't achieve procedure implementation exertion while not making right structures and making certain dynamic cooperation of various subsystems like human resources (human asset), social-specialized and information plot (innovation). "In addition, organizations ought to conjointly and persistently move with the dynamic environment to get the ideal resources that drive implementation of a strategy to progress. The systems theory will be relevant to the study since it helps in understanding how strategy implementation emerges through the structure and properties of a system in terms of relationships and combinations among various organizational resources.

Conceptual Framework

Figure 1 shows the conceptualized connection between the independent variables which were financial resources, human resources, information framework systems and organizational structure and dependent variable which was strategy implementation."

Independent variables

Human resources
• Informed staff
• Reward system
• Innovative ideas

Financial resources
• Budget expertise
• Predictable cash flow
• Mobilization of funds

Information system resources
• Easy access
• Simple usage
• Effective coordination

Organizational structure
• Authority to take actions
• Delegation of responsibilities
• Hierarchy design

Dependent variable

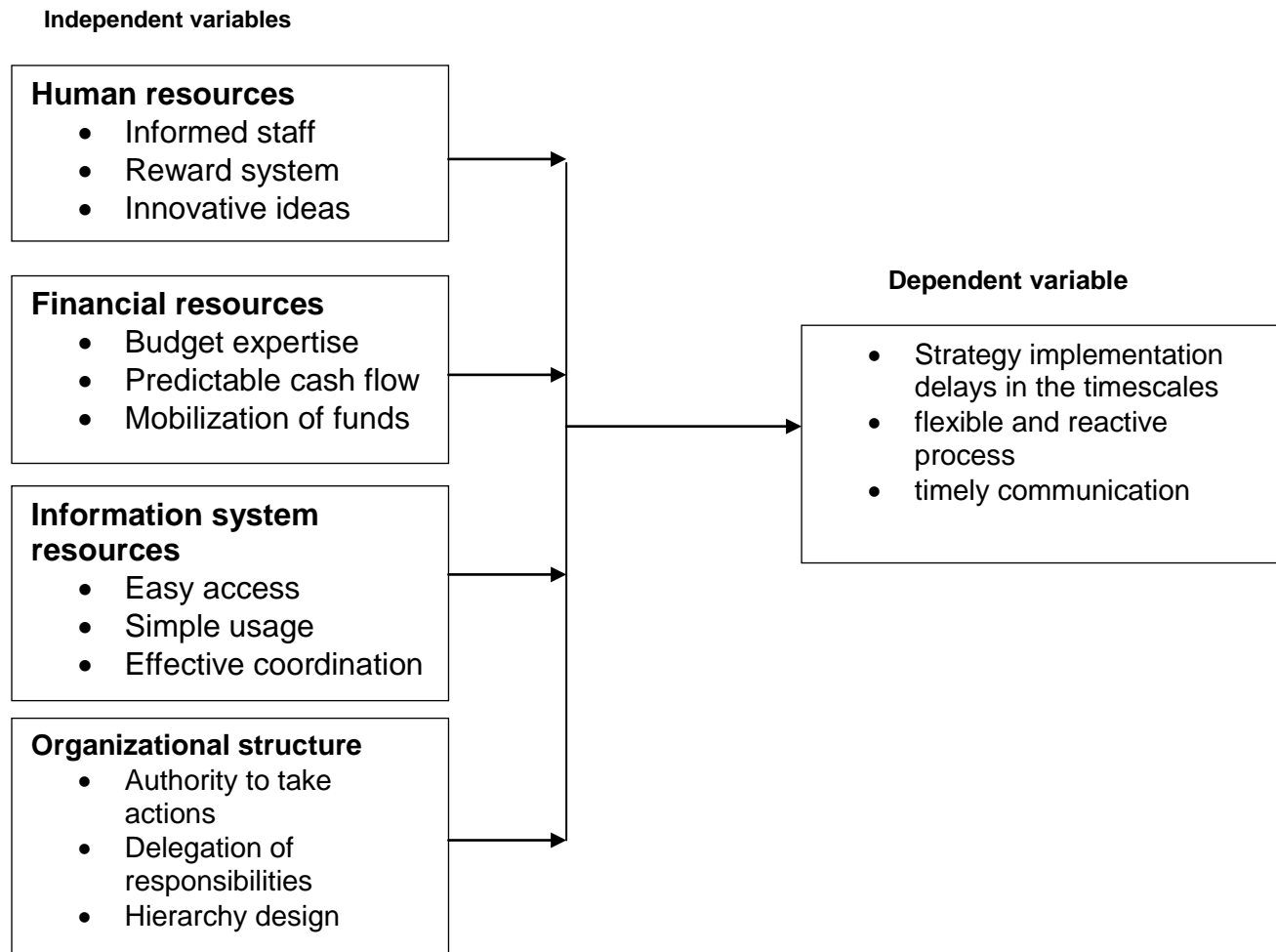| |
| --- |
| • Strategy implementation delays in the timescales |
| • flexible and reactive process |
| • timely communication |

Figure 1: Conceptual Framework

Human resources was measured in terms of whether all staff members in the hospital were well informed with the organizations vision and mission, whether the employees reward system was linked to the organization's strategy to enhance implementation and if employees came up with innovative ideas that made the strategy to work.

Financial resources checked whether the staff in-charge of budgeting had the expertise to give the right amount of money required in the implementation phase, if predictable cash flow allowed implementation of chosen strategies as set in the strategic plan and whether there was mobilization of more funds aggressively to support strategic goals.

Information system resources examined whether the information system ensured easy access to work related information. Whether the information system was simple to use and whether it was effective and efficient in coordinating departments.

Organizational structure surveyed whether staff were given the mandate by their leaders to settle on choices and take activities to address the issues and desires, regardless of whether

appointment of duties had upgraded strategy implementation process and if the organizations progression configuration impacted on the strategy implementation process.

Organizational culture estimated on whether profound established qualities and convictions among workers influence strategy implementation process, if representative dispositions as a feature of the organization culture influence procedure and whether contrasts between groups had offered ascend to different sub-culture in the health facility that made it hard to accomplish fruitful strategy implementation.

Strategic implementation assessed whether there were delays in the timescales that were set in the strategy implementation process, whether the process of strategy implementation was flexible and reactive and whether communications about strategy implementation were timely and relevant.

Knowledge Gap

Literature reviewed on human resources had not clearly explained the link between staff reward system and the strategy to enhance implementation and whether innovative ideas from the staff made the strategy to work. On financial resources the literature reviewed had not clearly explained whether predictability of cash flows allowed implementation of strategies that had been chosen as indicated in the strategic plan. On information system the literature reviewed under looked information system which ensured easy access to work related information and thus influencing strategy implementation. On organizational structure the literature reviewed under looked whether hierarchy design had an influence the process of implementing of strategy.

Further, Wheelen and Hunger (2007) affirmed that strategy implementation as the procedure by which systems and arrangements were put enthusiastically through the advancement of projects, spending plans, and strategies. Along these lines, an organization was found as far as resources and capacities which can be arranged or reconfigured to give it the upper hand. The study focused on financial resources only and overlooked human resources in steering strategy implementation. According to Pearce and Robinson (2007), executing a strategy relies upon the individuals from the organization and specifically the key administrators. For an organization to be succeed in strategy implementation, it must have the opportune individuals. That implies pulling them in, preparing them, and training them after some time. Further, organizations with able workers are bound to be fruitful in strategy implementation when contrasted with those organizations with employees that are unskilled.

A viable data framework takes inner information from the framework and abridges it to significant and helpful structures for administrative basic leadership. Information system

therefore helps management by improving quality of information and also improves managerial decision-making. The study failed to examine information system integration in an organization structure or organization capabilities and how it can enhance strategy implementation. Thus, the study sought to fill these knowledge gaps by examining how organizational resources influences strategy implementation in Faith-based hospitals.

RESEARCH METHODOLOGY

The study used a case study research design. In this study, the case which was under study was Tenwek Hospital. Case studies as indicated by Bryman and Bell (2011) expect to produce an escalated examination of a solitary case in connection to which they take part in hypothetical investigation. This study was conducted at Tenwek hospital. The target population comprised of 40 staff working at supervisory and management level in various units in the hospital. Since the populace was sensibly little, a census was undertaken. Primary data was used in the study. Further, information collection was carried out utilizing survey questionnaires. The questionnaire was self-designed. Validity and reliability of data instruments was ascertained through pretesting at AIC Litein Mission Hospital after approval from the institution. This health facility was chosen for pilot testing for convenience purposes and also because it is a Faith-based hospital. After all data had been collected, the questionnaires were entered in the computer for analysis using SPSS. Descriptive statistics such as frequency percentages, mean, and standard deviation was used to summarize data and inferential statistics such as coefficient correlation and multiple regression analysis was generated. Correlation coefficients was used to test non-causal relationship between study variables while multiple regression analysis was applied to infer causal relationship between dependent variable and each of the independent variables respectively using beta (β) coefficients values.

The regression analysis was run at two levels;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots \text{ (i)}$$

Where,

Y = Strategy implementation (Dependent Variable)

X_1 = Human resources

X_2 = Financial resources

X_3 = information systems resources

X_4 = Organizational structure

β_0 = regression Constant (Y-intercept)

$\beta_1, \beta_2, \beta_3, \beta_4$: Regression coefficients for independent variables

ε = error term assumed to be normally distributed

When moderation is introduced, model (ii) was used

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5Z + \varepsilon \ldots\ldots\ldots \ldots\ldots\ldots\ldots \textbf{(ii)}$$

Y = Strategy implementation (Dependent Variable)

X_1 = Human resources

X_2 = Financial resources

X_3 = information system resources

X_4 = Organizational structure

β_0 = regression Constant (Y-intercept)

$\beta_1, \beta_2, \beta_3, \beta_4$: Regression coefficients for independent variables

β_4: beta coefficient for the moderating variable

Z- Moderating variable (organizational culture)

ε = error term

FINDINGS AND DISCUSSIONS

Human Resources

Respondents were asked to indicate their agreement on the following items relating to human resources.

Table 1: Descriptive Results for Human Resources

Statements N=31	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Entire staff know the firm organization's mission and vision	(48.4%)	(33.3%)	(10.0%)	(3.5%)	(4.8%)
There is a link between staff reward system and the strategy to enhance implementation	(29.0%)	(42.4%)	(14.3%)	(8.2%)	(6.1%)
Innovative ideas from the staff make the strategy work	(39.4%)	(35.9%)	(19.9%)	(1.7%)	(3.1%)
There is usage of communication process by the management in launching of new strategy, to ensure employees understand and believe in the strategy	(26.4%)	(28.1%)	(28.6%)	(10.8%)	(6.1%)
Employees are aligned to the strategy which creates value	(25.2%)	(32.0%)	(20.3%)	(14.3%)	(8.2%)

There is involvement and active participation of the employees which create ownership of the plan by the employees and enhance their commitment to the plan implementation	(35.6%)	(26.8%)	(20.3%)	(10.4%)	(6.9%)

Table 1…

On human resources, the results indicate that majority of the respondents (81.8%) were in agreement that entire staff know the firm organization's mission and vision. The effectiveness of strategy implementation is tormented by standard of individuals concerned within the process; the chief executive officer, middle management, lower management and non–management. The human resource department strategy ought to be aligned with the organization's strategy (Stewart, Chris, Martin Kornberger & Jochen, 2011). Ina addition, training of staff allows them to effectively address ever-changing strategic needs and factors within the external atmosphere. The human resource creating those modifications thus would like correct coaching to articulate the change technique. Staff coaching enhances their understanding of organizational mission and vision thus influencing their attitude on strategy implementation method (Walker &Reif 2003).

Majority of the respondents (71.4%) agreed that there is a link between staff reward system and the strategy to enhance implementation. The administration best strategy implementation instrument is an arrangement of remunerations and motivations attached firmly to the accomplishment of the focused on strategic implementation (Lunenburg, 2010). Further, the absolute most useful resource that administration can use to pick up worker pledge to completing the strategy is connecting the reward framework to key important implementation results (Pearce & Robinson, 2007).

There was agreement among majority (75.3%) of the respondents that innovative ideas form the staff make the strategy work. According to a fair majority of the respondents (54.5%), there is usage of communication process by the management in launching of new strategy, to ensure employees understand and believe in the strategy while (28.6%) of the respondents held neutral opinion. According to Thompson and Martin (2010), participative strategic designing is simply doable once its objectives are communicated within the right means. Communication channel should be when during the launch of new strategy

A majority (57.1%) of the respondents agreed that employees are aligned to the strategy which creates value with (20.3%) holding neutral opinion and (22.3%) being in disagreement. Caliskan (2010) opinion that knowledge and skill of individuals are key factors in sanctioning implementation of strategies. Thus their employees' individual alignment to the strategy enhances success in strategy process. Respondents (62.3%) were in agreement that there is

involvement and active participation of the employees which create ownership of the plan by the employees and enhance their commitment to the plan implementation while (20.3%) of the respondents held neutral opinion and 40(17.3%) disagreed with the statement. Pearce and Robinson (2007) assert that executing a strategy relies upon the individuals from the organization and specifically the key supervisors in motivating employees to participate in strategy implantation process.

Financial Resources

Respondents were asked to indicate their agreement on the following items relating to financial resources.

Table 2: Descriptive Results for Financial Resources

statements N=31	Strongly agree %	Agree %	Neutral %	Disagree %	Strongly disagree %
There is allocation of financial to specific departments based on how they contribute to the strategic role	(6.9%)	(2.2%)	(23.8%)	(29.9%)	(37.2%)
The staff tasked in budgeting have enough skills for allocating amount required for strategy implementation phase	(6.1%)	(4.3%)	(26.8%)	(30.7%)	(32.1%)
For supporting strategic goals, funds are aggressively mobilized	(22.1%)	(30.7%)	(28.6%)	(11.7%)	(6.9%)
Predictability of cash flow allow implementation of strategies that have been chosen as indicated in the strategic plan	(18.2%)	(28.6%)	(34.2%)	(10.4%)	(8.6%)
All strategic activities are sufficiently funded at all levels of the organization	(24.7%)	(34.2%)	(27.7%)	(7.8%)	(5.6%)

On financial resources, the results indicate that majority of the respondents (67.1%), were in disagreement that there is allocation of financial to specific departments based on how they contribute to the strategic role with (23.8%) holding neutral opinion while (9.1%) were in agreement with the statement. (62.7%) disagreed that the staff tasked in budgeting have enough skills for allocating amount required for strategy implementation phase. Zaribaf and Hamid (2010) assert that though allocating financial resources to help strategy, this should be apportioned appropriately. The staff ought to have the experience to allot the right amount required all through the implementation part. There was agreement among a fair majority of the respondents (52.8%) that for supporting strategic goals, funds are aggressively mobilized while

(28.6%) held neutral opinion and (18.6%) disagreed. Most of the respondents (46.8%) agreed that predictability of cash flow allow implementation of strategies that have been chosen as indicated in the strategic plan, (34.2%) agreed while (19.1%) were neutral. The results also indicate that majority of the respondents (58.9%) agreed that all strategic activities are sufficiently funded at all levels of the organization. Among issues that organizations face as far as the connection among strategy and finances is predictability of cash flow allow implementation of strategies. All strategic activities are sufficiently funded at all levels of the organization (Zaribaf & Hamid, 2010).

Information Systems Resources

Respondents were asked to indicate their agreement on the following items relating to information systems resources.

Table 3: Descriptive Results for Information Systems Resources

Statements N=31	Strongly agree %	Agree %	Neutral %	Disagree %	Strongly disagree %
The information system ensures easy access to work related information	(18.6%)	(27.7%)	(32.9%)	(13.0%)	(7.8%)
The information system in my organization is simple to use	(21.6%)	(33.8%)	(28.1%)	(10.0%)	(6.5%)
The information system ensures access to relevant data and documents easily	(11.7%)	(32.0%)	(29.9%)	(19.0%)	(7.4%)
I normally get accurate information from my organization's information system	(14.7%)	(26.4%)	(30.7%)	(17.4%)	(10.8%)
The information system ensures effective and efficient coordination between departments	(22.5%)	(30.3%)	(30.7%)	(14.3%)	(2.2%)

On information systems resources, the results indicate that most respondents (42.8%) agreed that The information system ensures easy access to work related information while a (32.9%) held neutral opinion with (20.8%) being in disagreement. Majority of the respondents (55.4%) agreed that the information system in their organization is simple to use while the information system ensures access to relevant data and documents easily according to (43.7%) of the respondents. Al-Mamary, Shamsuddin and Aziati (2013) argues that a proficient administration of information is considered a vital piece of structure system. They contest that thriving organizations should gather prime quality information which can cause high caliber of information and for a fruitful and viable social control choosing, it's important to create right, opportune and pertinent information to call producers. According to (41.1%) of the respondents,

they normally get accurate information from their organization's information system while (28.1%) disagreed and (30.7%) were neutral in opinion. Most respondents (52.8%) agreed that the information system ensures effective and efficient coordination between departments. According to Hunger and Wheelen (2007) information System is to helpful in business task requests for satisfactory information system structuring. They note that reasonable information system structuring enables organizations to adjust the vital business targets. An effective framework guarantees absence of information uncertainty.

Organizational Structure

Respondents were asked to indicate their agreement on the following items relating to organizational structure.

Table 4: Descriptive Results for Organizational Structure

Statements N=31	Strongly agree %	Agree %	Neutral %	Disagree %	Strongly disagree %
Leaders give staff mandate for decision making and taking actions so as to meet the expectations	(6.1%)	(9.5%)	(25.5%)	(36.8%)	(22.1%
There is delegation of responsibilities which enhances the strategy implementation process	(6.1%)	(9.1%)	(29.9%)	(21.6%)	(33.3%)
Responsibility and authority given to the staff is a key driver in strategic support	(29.4%)	(23.4%)	(23.8%)	(14.3%)	(9.1%)
There is clarity in the job description on responsibilities on how employees ought to treat one another and also how to treat customers	(12.2%)	(15.6%)	(30.7%)	(17.3%)	(24.2%)
The existing hierarchy design has an influence on the process of implementing strategy	(20.8%)	(24.2%)	(39.4%)	(9.5%)	(6.1%)

On organizational structure, the results indicate that most respondents (58.9%) disagreed that leaders give staff mandate for decision making and taking actions so as to meet the expectations, while there was disagreement among most respondents (54.9%) that there is delegation of responsibilities which enhances the strategy implementation process. Decision making in organization should be delegated to staff as opposed to practicing centralization which indicates that decision making is intently controlled by high management team or is assigned to center and lower level supervisors (Olsona *et al.,* 2005). According to majority of the

respondents (52.8%), they agreed that responsibility and authority given to the staff is a key driver in strategic support. A fair majority of respondents (41.5%) disagreed that there is clarity in the job description on responsibilities on how employees ought to treat one another and also how to treat customers with (30.7%) of the respondents holding neutral opinion while (27.7%) were in agreement. Further, most respondents (45%) agreed that the existing hierarchy design has an influence the process of implementing of strategy while (39.4%) showed neutrality in opinion. Karanja (2014) asserts that organizational hierarchy or specialization characterizes the degree at which offices and staff are practically specific or coordinated. The study concluded that organizational hierarchy or specialization have a significant relationship on the success of strategy implementation

Strategy Implementation

Respondents were asked to indicate their agreement on the following items relating to strategy implementation

Table 5: Descriptive Results for Strategy Implementation

statements N=31	Strongly agree %	Agree %	Neutral %	Disagree %	Strongly disagree %
Communications about strategy implementation are timely and relevant	(21.6%)	(26.4%)	(33.3%)	(12.6%)	(6.1%)
Delays are experienced on timescales that are set for strategy implementation process	(4.3%)	(5.6%)	(16.5%)	(30.7%)	(42.9%)
There is flexibility in strategy implementation process	(45.8%)	(39.8%)	(8.2%)	(2.3%)	(3.9%)
Through budgets and procedures development strategies and policies have been put into action	(40.7%)	(29.9%)	(11.3%)	(10.3%)	(7.8%)
There is organizational resources to support strategy implementation process	(4.3%)	(4.8%)	(22.1%)	(38.1%)	(30.7%)
The organization leaders provide facts to employees	(32.5%)	(31.2%)	(17.7%)	(11.7%)	(6.9%)

On strategy implementation, the results indicate that majority of the respondents (48%) agreed that Communications about strategy implementation are timely and relevant (33.3%) held neutral opinion while (18.7%) were in disagreement. According to (73.6%) of the respondents, delays are not experienced on timescales that are set for strategy implementation process.

Majority (85.6%) of the respondents were in agreement that there is flexibility in strategy implementation process. There was agreement among most respondents (70.6%) that through budgets and procedures development strategies and policies have been put into action, while there was disagreement among most respondents (68.8%) on whether there are organizational resources to support strategy implementation process. Further, majority of the respondents (63.7%) were in agreement that the organization leaders provide facts to employees. Strategy implementation measure are valuable to create inspiration and success in the whole process. Implementation commonly incorporates a key guide that distinguishes and maps the key fixings which will coordinate implementation. Such fixings exemplify funds, advertise, and work setting, tasks, human asset and accomplices (Keitany, 2014).

Correlation Analysis

Table 6: Correlation Analysis

		human resources	financial resources	information system resources	organizational structure	strategy implementation
human resources	Pearson Correlation					
	Sig. (2-tailed)					
	N	31				
financial resources	Pearson Correlation	0.378**				
	Sig. (2-tailed)	0.060				
	N	31	31			
information system resources	Pearson Correlation	0.363**	0.563**			
	Sig. (2-tailed)	0.020	0.000			
	N	31	31	31		
organizational structure	Pearson Correlation	0.323**	0.439**	0.345**		
	Sig. (2-tailed)	0.061	0.000	0.000		
	N	31	31	31	31	
strategy implementation	Pearson Correlation	0.518**	0.430**	0.426**	0.413**	
	Sig. (2-tailed)	0.011	0.030	0.001	0.000	
	N	31	31	31	31	31

**Correlation is significant at the 0.05 level (2-tailed)

As presented on Table 6, there exists positive significant correlation between human resources and strategy implementation ($r = 0.519$, $p < 0.05$). The results also show that there exists positive significant non- causal relationship between financial resources and strategy

implementation ($r = 0.430$, $p < 0.05$). It was established that the correlation between information system resources and strategy implementation was positive and statistically significant ($r = 0.426$, $p < 0.05$). Further, the results indicate that the there exists a positive significant non-causal relationship between organizational structure and strategy implementation ($r = 0.413$, $p < 0.05$). Kachru (2005) opinions that strategy implementation includes the resources of the organization and consequently the strategy amid which these resources imitate inside the exercises and decisions required for the implementation of a key set up. Further, according to Ali, Mohamad and Tretiakov (2013), the formulation and implementation of strategy need a good deal of resources; time, financial, human and physical resources. In addition Henry (2008), argues that whereas the existence of resources is vital, resources intrinsically don't confer any profit to a company. It is the economical configuration of resources with competencies a company has.

Joint Effect of Organizational Resources on Strategy Implementation

The study examined joint effect of organizational resources on strategy implementation. Table 7 present the model summary for the joint regression analysis between the predictor variables and the dependent variable. The multiple regression results on Table 7 shows that the overall R^2 of 0.516 indicated that 51.6 % of the variance in strategy implementation can be attributed to organizational resources that were included in the model, while the remaining percentage could be explained by other factors not included in this study denoted by (**ε)** in the model.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.718[a]	.516	.509	.81313	.516	70.360	4	26	.000

a. Predictors: (Constant), human resources, financial resources, information system resources, organizational structure

As presented on table 8, it was established that there exist a statistically significant positive relationship between human resources and strategy implementation in Faith-based Hospitals (β = 0.331, p<0.05). The beta coefficient of 0.331 means that when human resources increase by additional unit, strategy implementation in Faith-based Hospitals increases by 0.331. Thus, null hypothesis (**H$_{01}$)** was thus rejected implying that human resources have no significant effect on strategy implementation in Faith-based Hospitals. The results are consistent with those of Caliskan (2010) who asserted that strategic human resource management allows organizations

to be simpler by integration the strategic aims of business and therefore the human resource strategy and implementation. The knowledge and skill of individuals will be the key factors sanctioning the best implementation of methods.

Further, the results indicates that the relationship between financial resources and strategy implementation in Faith-based Hospitals was positive and statistically significant (β = 0.395 p<0.05). This means when financial resources increases by an additional shilling, strategy implementation in Faith-based Hospitals increases by 0.395. Thus, null hypothesis (H_{02}) was thus rejected implying that financial resources have no significant effect on strategy implementation in Faith-based Hospitals. The results are in agreement with those of Azcentral (2018) who finds a relationship between financial resources and strategy implementation process. Their study found that firms that don't have a history of profitableness or are early stage companies could see it tough to qualify for debt capital from financial institutions. Scarcity of finance will stop the organizations from having the ability to implement their strategic set up on the size they intend.

The results also indicate that there exists a statistically significant positive relationship between information system resources and strategy implementation in Faith-based Hospitals (β = 0.355, p<0.05). Numerically, the 0.355 beta coefficient of information system resources implies that when information system resources increase by an additional unit, strategy implementation in Faith-based Hospitals increases by 0.355. Thus, null hypothesis (H_{03}) was rejected implying that information system resources have no significant effect on strategy implementation in Faith-based Hospitals. The results are consistent with those of Hunger and Wheelen (2007) who found that information system development may be a resource additionally thought of in strategy implementation. This may have an effect on the competitive forces on a corporation and additionally its strategic capability. Their study found that problems that require to be taken into consideration regarding the link between business strategy and technology and the way technology will change strategic success are: the means by which innovation changes the focused situation, innovation and vital capacity and arranging innovation to accomplish competitive advantage.

Further, the results indicate that the relationship between organizational structure and strategy implementation in Faith-based Hospitals was positive and statistically significant (β =0.323, p<0.05), implying that when organizational structure increases by an additional unit, strategy implementation in Faith-based Hospitals increases by 0.323. Thus, null hypothesis (H_{04}) was rejected implying that organizational structure has no significant effect on strategy implementation in Faith-based Hospitals. The results are in agreement with those of Pearce and Robinson (2007) who opinions that organizational structure is incredibly significant in influencing

strategy implementation in an organization. The authors argue that a good organization structure designates and separates the everyday operational decisions in strategy implementation process.

Table 8: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.296	.306		4.241	.000
	human resources	.331	.056	.260	5.899	.000
	financial resources	.395	.059	.293	6.657	.000
	information system resources	.355	.038	.447	9.450	.000
	organizational structure	.323	.072	.213	4.488	.000

a. Dependent Variable: strategy implementation

The regression model before moderation was summarized as follows:

STRIMP= 1.296 + 0.331 HRS + 0.395 FIR + 0.355 ISR + 0.323 ORGC+ ε

Where;

STRIMP - Strategy implementation

HRS   - Human resources

FIR   - Financial resources

ISR   **-** Information system resources

ORGC - Organizational structure

CONCLUSIONS AND RECOMMENDATIONS

It can be concluded human resources has a significant effect on strategy implementation. It was concluded that staffs know the firm organization's mission and vision and there is a link between staff reward system and the strategy to enhance implementation. Innovative ideas form the staff make the strategy work. It was not clear on whether there is usage of communication process by the management in launching of new strategy, to ensure employees understand and believe in the strategy as only a fair majority agreed. Conclusions can be made that employees are aligned to the strategy which creates value and that there is involvement and active participation of the employees which create ownership of the plan by the employees and enhance their commitment to the plan implementation.

It can be concluded that financial resources has a significant effect on strategy implementation. Conclusions can be made that there is no allocation of financial to specific departments based on how they contribute to the strategic role with. Staff tasked in budgeting

has no adequate skills for allocating amount required for strategy implementation phase. It can be concluded that predictability of cash flow allow implementation of strategies that have been chosen as indicated in the strategic plan. Conclusions can be made that all strategic activities are sufficiently funded at all levels of the organization.

It can be concluded that information system resources has a significant effect on strategy implementation. It can be concluded that the information system ensures easy access to work related information. Further, conclusions can be made that the information system in the organization is simple to use while the information system ensures access to relevant data and documents easily. It can be concluded that staff in the health facility normally get accurate information from their organization's information system. Further, information system ensures effective and efficient coordination between departments.

It can be concluded that organizational structure has a significant effect on strategy implementation. Conclusions can be made that leaders do not give staff mandate for decision making and taking actions so as to meet the expectations. It can be concluded that there is delegation of responsibilities which enhances the strategy implementation process and that responsibility and authority given to the staff is a key driver in strategic support. There is no clarity in the job description on responsibilities on how employees ought to treat one another and also how to treat customers. Further, it can be concluded that the existing hierarchy design has an influence on the process of implementing strategy.

It was recommended that the organization must ensure there is usage of communication process by the management in launching of new strategy, to ensure employees understand and believe in the strategy. It was recommended that the management of the organization should ensure there is involvement and active participation of the employees which create ownership of the plan by the employees and enhance their commitment to the plan implementation.

It was recommended that the management of the organization ensure there is allocation of financial resources to specific departments based on how they contribute to the strategic role with. Further, it was recommended that the organization ensure that staff tasked in budgeting receives training to gain prerequisite skills for allocating amount required for strategy implementation phase.

It was recommended that the management of the organization should ensure that the information system put in place is easy to access work related information and that there is access to relevant data and documents easily. It was recommended that the effective and efficient coordination between departments should be ensured to enhance strategy implementation process.

It was recommended that the organization management team should ensure they give staff mandate for decision making and taking actions so as to meet the expectations. Recommendations were made that clarity in the job description on responsibilities on how employees ought to treat one another and also how to treat customers with should be enhanced.

LIMITATIONS AND FURTHER RESEARCH

There was hesitance from a few respondents to uninhibitedly talk about issues contained in the strategic plan. The researcher gave the respondents an affirmation that the data they provided would be utilized absolutely for scholarly reason and would be treated with most extreme secrecy. Further, a study should also be carried to establish other predictors which influence strategy implementation in faith based health facilities since resource allocation explained just 51.6% variation in strategy implementation. Further, a multiple case should also be carried across the country so as to be able to generalize the findings.

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