Strategy implementation practices and Performance of State Corporations: Case of National Health Insurance Fund, Nairobi City County, Kenya

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ABSTRACT

Many organizations in developed and developing countries and more specifically in Kenya are striving to perform, it is noted that issues of strategy implementation has continued to be uncertain in the Kenyan public sector. Many state-owned corporations are grappling with management problems which have led to their poor performance outcome. The National Health Insurance Fund is a state corporation through National Health Insurance Fund Act No. 9 of 1998. The Fund's core mandate is to provide social medical insurance cover to all its members and their declared dependents (spouse and children). But according to National Health Insurance Fund Performance Report 2017- 2018, the National Health Insurance Fund has continued to implement social health strategies with a view to achieving Universal Health Coverage for the benefit of all Kenyans. The aim of the study was to examine the strategy implementation practices influencing the performance of state corporations in Kenya, specifically the National Hospital Insurance Fund. The study was grounded on Organizational Higgins's Eight S Model, the Balanced Scorecard model, and Resource Based View theory. The study employed a descriptive research design. The study population consisted of 411 employees, managers, and patients from the National Health Insurance Fund headquarters. Questionnaires were used to collect primary data, and a pilot test was performed to assess the reliability and validity of the questionnaire. Cronbach's Alpha coefficient was employed to determine the reliability of the research instrument. Data analysis involved the use of descriptive statistics, supported by the Statistical Package for Social Sciences (SPSS), to calculate frequencies, percentages, means, and standard deviations. A Multiple Linear Regression model was used to determine the influence of independent variables on the dependent variable. The study findings revealed that technological innovation, strategic resource planning, strategic leadership and strategy monitoring had positive and significant effects on the performance of the National Health Insurance Fund in Kenya. This study concluded that strategy implementation factors, including technological innovation, strategic resource planning, strategic leadership, and strategy monitoring, play a significant role in firm performance. The study recommends that the management of the organization should emphasize strategy implementation to improve the performance of their organization. Additionally, continuous investment in technological innovation, effective strategic resource planning, strategic leadership development, and robust strategy monitoring practices should be prioritized to enhance overall organizational performance.

Key Words: *Strategy Implementation, Performance, State Corporations, National Health Insurance Fund*

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1.0 Introduction

1.1 Background

The ever-dynamic business environment requires the organizations to be more effective and efficient in order to achieve their long- and short-term objectives. The increased technology, globalization and changing consumer demands, requires the organizations to rethink on their strategy implementation practices to improve their performance (Efendioglu & Karabulut, 2019). According to Aldehayyat and Khattab (2021) effective strategy implementation practices is a function of performance of an organization from context to context. Therefore, the concept of strategy implementation continues to evolve around organizational performance through the enhancement of leadership, technology resources and organizational structure. This promotes and develops the employee’s knowledge and skills, trainings, flexibility and creativity based on the organization strategic plans formulated (Efendioglu & Karabulut, 2019).

Mailu, Ntale and Ngui (2018) observe that strategy implementation is a critical factor in determining the success of a business because when a strategy is effectively executed, it can lead to improved efficiency, increased productivity, and ultimately, higher profits. On the other hand, if a strategy is poorly executed or not executed at all, it can result in wasted resources, missed opportunities, and ultimately, failure. According to Njagi and Kombo (2021) when a strategy is successfully executed, it can help align the efforts of employees towards common goals, leading to improved performance and outcomes. Additionally, effective strategy execution can also enhance customer satisfaction by delivering products and services that meet or exceed customer expectations. Therefore, effective strategy execution is a key driver of organizational performance.

Nwachukwu, Hieu, Chladkova and Fadeyi (2019) indicate that the overall performance of an organization on a global scale is directly impacted by how well it executes its strategy. Jaoua (2022) observe that in today's fast-paced and interconnected world, the correlation between strategy execution and organizational performance is more important than ever. Companies that can effectively translate their strategic vision into action are better positioned to thrive in the global marketplace and achieve long-term success. Therefore, when a company effectively implements a well-thought-out strategy, it can drive growth, increase profitability, and enhance its competitive advantage in the global marketplace.

State corporations in Germany, also known as public enterprises, play a significant role in the country's economy. These entities are owned and operated by the government at various levels, including federal, state, and local. The execution of strategies by these state corporations is crucial for their success and ultimately for the overall economic development of the country (Weiss, 2020). According to Speckbacher, Bischof and Pfeiffer (2022) one key aspect of strategy execution by state corporations in Germany is the alignment of their goals with government policies and objectives. These entities are expected to contribute to the government's economic and social agendas, such as promoting innovation, sustainability, and regional development. Therefore, their strategies must be in line with these priorities to ensure their relevance and effectiveness.

During strategy implementation, challenges include lack of consensus among decision makers, lack of identification of major problems, lack of effective role formulators, unsuitable training system and unclear regulation and executive policies. In China, a survey in the health sector revealed that out of the 100% surveyed organizations 83% organizations failed in implementation of their strategy smoothly and only 17% organizations were successful in implementation (Shamim, Ahmed, Gavazzi, Gohil, Thomas, Poulsen and Dasgupta, 2018). In Africa, Public enterprises are suffering financially and many are seeking financial assistance. Their problems stem from unclear and conflicting objectives, and a lack of autonomy and accountability (Kobia & Mohammed, 2022). The quality and strength of firms' competitive advantage, as proposed by the resource-based theory, relates to how effective internal resources of firms are utilized, instead of their position in the external environment (Makanga & Paul, 2021). Most businesses that fail to drive good implementation practices and tools forward, will not only stay bound by slow, but also find it difficult to compete in good conditions (Eniola & Ektebang, 2018).

In the healthcare industry in Nigeria, Nnia, Ugbam, Emmanuel and Benedict (2023) observe that the correlation between executing strategies and enhancing organizational performance is crucial for the overall success and effectiveness of healthcare organizations because by effectively implementing and executing strategies, healthcare organizations can improve their operational efficiency, quality of care, patient satisfaction, and financial performance.Bukoye and Abdulrahman (2023) observe that enhancing organizational performance in the healthcare industry in Nigeria requires a strategic approach that focuses on improving key performance indicators such as patient outcomes, staff satisfaction, financial stability, and overall organizational effectiveness. Therefore, the healthcare organizations can drive performance improvements and achieve sustainable growth by aligning their strategies with their organizational goals and objectives.

Organizational Performance denotes a comprehensive set of tools employed to optimize the success of each employee, work unit, manager, and the organization as a whole (Kosiom, Uzel, Otieno & Bana, 2023). This may manifest through metrics such as the number of in-patients and out-patients served, as well as the quality-of-service delivery. Otieno (2013) adopts the definition of organizational performance as the achievements of an enterprise with respect to some criterion. They view performance in terms of output such as quantified objectives or profitability. Organization performance is defined as both behavior and results. This definition covers the achievement of expected levels as well as objective setting and review. Organizational performance comprises of actual outputs measured against intended inputs (Gachunga, 2018). Organizational performance, business performance and financial performance are the three major categories of organizational performance. Organizational performance can be measured both using financial and non-financial indicators. In order to link both financial and non-financial success factors of any organization, balanced scorecard has been incorporated by most firms.

Strategy implementation practices encompass a series of critical activities undertaken daily by organizations to effectively integrate formulated strategies into their structures and cultures, yielding improved results. These practices involve a set of decisions and actions aimed at achieving a company's objectives. They shape an enterprise's overall direction, defining what is essential in conducting its business and how those strategies will be executed. Such practices are diverse, ranging from the introduction of new equipment and changes in organizational structures to the implementation of reward systems to motivate employees and allocate resources effectively (Porter, 2021). Effective strategy implementation depends on organizing, motivating, cultivating a supportive organizational culture, and aligning the strategy with the organization's existing practices. It significantly hinges on factors such as organizational structure, leadership, culture, and individual members' contributions, especially key managers (Williams, 2022).

The National Health Insurance Fund is a statutory body (parastatal) created in 1966 as a department under the Ministry of Health (GoK, 2021). Over the years, the first Act of Parliament that established the Fund has been repealed in line with the changing healthcare needs of the Kenyan population, employment and health sector restructuring. The National Hospital Insurance Fund Act No 9 of 1998 governs the Fund. National Hospital Insurance Fund like any other state corporation operates in a complex environment; which is more unpredictable and less stable (Kinoti, 2019). This notwithstanding, it is expected to emulate the private sector and operate competitively. The state operations' objectives fluctuate in their order of priority depending on the restrictions and the changes in the broader policies formulated by the government. Since its inception, NHIF has encountered unique challenges and problems, which make it an interesting case to study (Nyambura & Wamaitha, 2020). The Fund operates under the social security principle that the rich should support the poor, the healthy support the sick and young support the old (Otieno et al., 2023). Benefits from the fund include reimbursement upon admission to their accredited hospitals. Proposed benefits with the new rates include an outpatient cover in which the fund will pay for prescribed laboratory tests/investigations, drugs/medicines prescribed X-rays and ultrasound diagnosis, treatment of Sexually Transmitted Infections, treatment, dressing or diagnostic testing family planning, ante-natal and post-natal care clinical counseling services, health and wellness education and general consultation with general practitioner.

1.2 Statement of the Problem

State corporations in Kenya play a crucial role in ensuring efficient service delivery to the citizens, they contribute to the country's economic development and serve as a vehicle for implementing government policies and programs by playing a crucial role in implementing development projects, promoting innovation, and driving economic transformation in the country (Miring'u & Muoria, 2021). However, Riany (2023) observe that state-owned enterprises in Kenya often face political interference, with government officials using their positions to influence decision-making processes and appointments within these organizations, often lack the autonomy to make independent decisions, as they are subject to government regulations and oversight and struggle with inadequate funding, which can limit their ability to invest in infrastructure, technology, and human resources. This hinders their competitiveness and ability to deliver quality services.

Despite the aspirations of organizations in both developed and developing countries, the issue of strategy implementation in the public sector remains uncertain. State-owned corporations grapple with management challenges, resulting in poor performance outcomes. Cater and Pucko (2019) noted that although 80% of firms have formulated the right strategies, a mere 14% have succeeded in effectively implementing them. A survey conducted by KPMG (2020) corroborates this, revealing that a significant majority (81%) of state-owned corporations in Kenya face deteriorating performance due to challenges in strategy implementation. Recent trends underscore these concerns, particularly concerning the National Health Insurance Fund (NHIF). According to the Auditor General's Office report for the fiscal year 2020/2021, persistent issues plague state corporations, including financial mismanagement, inadequate governance, and corruption allegations. NHIF faces mounting criticism related to delayed reimbursement of healthcare providers, claims processing irregularities, and a lack of transparency. Additionally, the COVID-19 pandemic further exposed the shortcomings of state corporations like NHIF in responding promptly to healthcare emergencies, leading to growing public dissatisfaction and a pressing need for comprehensive reforms (Auditor General's Office Kenya, 2021; The Star, 2022).

Some of studies that have been done in relation to the strategy implementation and performance of State Corporation in Kenya include; Lenayapa, Muhoho and Muia (2020) investigated the influence of strategy implementation factors on performance of National Hospital Insurance Fund, Machakos County Branch. The findings established a positive relationship between organizational leadership and strategy implementation. However, the study focused on performance between the year 2015 to 2019. Karimi and Kavindah (2021) examined the influence of strategic management practices on the performance of National Hospital Insurance Fund in Nairobi city county, Kenya and the findings indicate that studyvariables significantly influenced performance of National Hospital Insurance Fund. However, the study presents a methodological gap as it employed cross-sectional research design. Simiyu (2021) examined the influence of strategy implementation on performance of National Hospital Insurance Fund in Kenya and findings revealed that organization structure, organizational culture and communication had positive and significant effect on performance of National Hospital Insurance Fund in Kenya. However, the study presents a conceptual gap as strategy implementation practices adopted were different from what the present study focuses on. Therefore, this study seeks to investigate the influence of strategy implementation practices on the performance of state corporations of National Health Insurance Fund in Nairobi City County, Kenya.

1.3 Objective of the Study

The general objective of the study was to examine the influence of strategy implementation practices on the performance of the National Health Insurance Fund in Nairobi City County, Kenya.

2.0 Literature Review

2.1 Theoretical Framework

2.1.1The Balanced Scorecard Model

In addition, Kaplan and Norton (2006) assert that performance management is commonly used today to describe a range of managerial activities designed to monitor, measure and adjust aspects of individual and organizational performance through management controls of various types. Performance management integrates the management of organizational performance with the management of individual performance. Organizational performance perspectives suggested by Kaplan and Norton include; financial perspective, that entails measuring whether the organization is generating profits from its core businesses; Customer perspective, that entail customer satisfaction from goods and services; Internal business processes, that involves continuous improvement of services using modern technology and finally innovation and learning, that entails ability of organizations to develop new products and services thus team learning and co-partnerships in the industry.

Further, the theory ascertains that due to changing business environment, competitive organizations can adopt a number of strategic management practices such as strategic leadership, strategic human resource development and information and communication technology in order to enhance their performance. Strategic leadership is regarded as a multifunctional, involves managing through others, and helps organizations cope with change that seems to be increasing exponentially in today's globalized business environment (Williams, 2022). Strategic leadership requires the ability to accommodate and integrate both the internal and external business environment of the organization, and to manage and engage in complex information processing. Balanced Scorecard framework provides a comprehensive approach to strategy implementation, allowing organizations like NHIF to align their strategic objectives with key performance indicators (KPIs) across multiple dimensions, including financial, customer, internal processes, and learning and growth.

2.1.3 Resource-Based View Theory.

Barney, (1986) developed this theory which holds that firms may be thought of as collections of productive resources, and various businesses have unique combinations of these resources. This theory explains that a firm's performance is determined by its unique resources and capabilities. The RBV theory posits that a firm's sustained competitive advantage is derived from its unique and valuable resources that are both rare and difficult to imitate by imitate by competitors. According to Barney, for a resource to be a source of sustained competitive advantage, it must possess four key attributes: Value, rarity, inimitability, and non-sustainability. The RBV lens encourages an examination of the firm's internal resources, capabilities, and competencies that contribute to its performance outcomes. Resources such as financial assets, human capital, organizational culture, and technological infrastructure are essential considerations within the RBV framework. In the current study, the RBV perspective may involve analyzing the unique resources and capabilities that distinguish NHIF from other state corporations in Kenya's healthcare sector. This could include the Fund's financial reserves, the expertise of its workforce, the efficiency of its administrative process, and the effectiveness of its strategic implementation practices.

2.2.3 Diffusion of Innovation Theory

Diffusion of innovation (DOI) as propounded by Rogers in the year 1971 is a theory explaining why and to what extent a new idea or technology reaches individuals or organizations in a social system. The DOI theory, which is based on psychological and sociological theories, is perhaps the most used innovation adoption theory in ICT adoption. Rogers (1995) defines innovation diffusion as the process by which an innovation is communicated through communication channels over times among the members of a social system. In DOI, adoption is the acceptance of innovation taking place in five steps: knowledge, persuasion, decision, implementation and confirmation.

The diffusion of innovation theory can be applied to the performance of the National Health Insurance Fund (NHIF) by examining how new ideas, technologies, or practices are adopted and spread within the organization. By understanding the different stages of innovation adoption - including awareness, interest, evaluation, trial, and adoption - NHIF can better strategize and implement changes to improve its performance.

2.2.4 Contingency Theory

Fred Fiedler was an American psychologist who developed the contingency theory of leadership in the 1960s. This theory suggests that the effectiveness of a leader is contingent upon the interplay between the leader's style and the situational factors at play. Fiedler (1960) believed that there is no one-size-fits-all approach to leadership and that different leadership styles are more effective in different situationsand that the effectiveness of a particular strategy or structure depends on the specific circumstances or contingencies facing an organization. Fiedler's contingency theory has had a significant impact on the field of leadership studies and continues to be a widely studied and applied theory in organizational behavior and management. In the context of assessing the performance of the National Health Insurance Fund (NHIF), the utilization of contingency theory can provide valuable insights into how the organization can adapt its strategies and structures to better meet the needs of its stakeholders. In addition, the utilization of contingency theory in assessing the performance of the NHIF can provide valuable insights into how the organization can adapt and thrive in an ever-changing healthcare landscape. By understanding the unique contingencies facing the NHIF, policymakers and stakeholders can make informed decisions that lead to improved outcomes for both the organization and its members.

2.2 Empirical Review

Agboola’s (2006), conducted a study on Information and Communication Technology (ICT) in Banking operations in Nigeria using the nature and degree of adoption of innovative technologies; degree of utilization of the identified technologies; and the impact of the adoption of ICT devices on banks. The study adopted both qualitative and quantitative methods collect data. The study found out that technology was the main driving force of competition in the banking industry. This study was carried out in the banking industry, whereas the current study was carried out in the non-banking sector.

Kariuki (2015) study sought to determine the level of use of information technology and its relationship with organizational performance at Toyota Kenya. The population for this study comprised of the entire firm staff which was 438. The questionnaire was administered electronically for data collection, out of which 311 respondents responded to the study resulting in a response rate of 71 percent which was considered as a sufficient representation of the organization. The study findings revealed that majority of the respondents had various IT company devices at their disposal to enable them perform their duties. The study findings also revealed that there was a positive relationship between the level of IT use and organizational performance at Population Services Kenya. The study results indicated that IT use explains 82.4% of organizational performance at PS Kenya. The study was based at PS and the current study was focusing on the information technology and anchored to NHIF.

Mwatsuma (2017) concluded that human resource has a positive, moderate weak relationship with resource adequacy and with monitoring and evaluation. There was a significant positive, strong relationship between resource adequacy and monitoring and evaluation. The study concluded that the private hospitals do not get adequate resources to assist in the implementation of strategic plans. This study however was based in private hospitals and failed to underline the role that organizational resources has on performance of NHIF since it looked at the role of resources on monitoring and evaluation of private hospitals.

Davis and Simpson (2017) in their study on the role of resources (human) on attainment of competitive advantage in sub –Saharan countries in Africa. The research methodology adopted use of a qualitative research methodology was adopted where use of interviews through fifty-six semi-structured interviews from May 2015 through May 2016 from the HR managers in the 17 Sub-Saharan African countries. The results indicated that organizational resources comprise all known tangible and intangible resources that may be used by the organization to generate finished product and services or facilitate the processes required in the realization of organization mission. Moreover, most of the Sub-Saharan countries had experienced improved levels of competitiveness by use of organizational resources and human resources in the implementation of strategies and this improved their performance. This study however was based in Sub –Saharan count6tries and hence the results would not be applicable in NHIF and this case study intends to fill in the gap on the role that organizational structure has on performance.

Giltinane, (2013) in his study on role of leadership on performance of healthcare in India argued that the roots of executive leadership are in the creation of meaning within the organization. If these messages lack clarity and consistency across leaders at different levels they may reduce members' ability to understand the importance of and implement strategic initiatives. The study adopted used descriptive statistics in the research methodology where data was collected by use of questionnaires. The study however was solely based in India and the results would not be applicable in the Kenyan context.

Wachira (2019) did a study whose main objective was to find out the major challenges that HELB encounter in striving to fulfill its mandate and what the leadership ought to be done to solve the challenges encountered. The researcher adopted qualitative research and established that there is inadequate fund to finance needy students hence management need to be more vigorous and come up with ways of lobby for more finances for the organization. It is usually the expectation of middle managers to get direction and support from their top management. Once they receive the guidance they are able to offer the necessary support for the strategy in return. This study however failed to bring out the effect of top leadership on the performance of NHIF. It solely focused on the challenges faced in the strategies implementation at HELB. Mohamed and Mohamud (2021) explored the impact of strategic management approaches on organizational performance in NGOs in Mogadishu, Somalia, using a descriptive research methodology. They employed non-probability purposeful sampling, surveyed 50 out of 100 targeted individuals, and used self-administered surveys for data collection. A regression model was used to identify the association, and the findings demonstrated a significant and favorable impact of predictor variables on organizational performance within telecom enterprises in Mogadishu, Somalia.

Hieu and Nwachukwu (2019) conducted an examination of strategy evaluation's process and its implications for the strategic performance of large multinational corporations operating in Nigeria. Their research highlighted the importance of systematic evaluation of strategies in continuously assessing existing practices and their contributions to strategy implementation. The study covered a single industry and employed quantitative approaches, surveying staff from four telecommunications entities in Nigeria, revealing a positive impact of systematic strategy evaluation on the strategic performance of the studied firms. Awiti, Imbambi, Aketch, Mande, and Okumu (2019) focused on strategy evaluation and control and their implications for the performance of health-related interventions. Their inquiry incorporated positivist and interpretive paradigms, ex post facto research survey design, and both qualitative and quantitative approaches. Purposive sampling was used, and data were collected through questionnaires and interviews. The study emphasized the instrumental role of evaluating and controlling strategies in enhancing the performance of health interventions. Gaturu, Waiganjo, Bichang'a, and Oigo (2017) conducted a study on strategic control and its implications for organizational performance, specifically within Mission hospitals in Kenya. Their findings indicated that superior performance arises not only from well-formulated strategic plans but also from efforts to ensure that these plans are suitable, acceptable to stakeholders, and feasible for implementation. This study identified a contextual gap and highlighted the need for similar research within the broader Kenyan context, focusing on State Corporations (SCs).

3.0 Methods

This study adopted a descriptive research design that employed the quantitative research approach due to its in-depth analysis of strategy implementation practices and performance of state corporations. Kothari (2009) asserted that descriptive research describes the state of affairs as it exists at present, as the researcher had no control over the study variables. Descriptive research design enabled the gathering of quantifiable information that was applicable for statistical inference through data analysis. This research design allowed the researcher to obtain accurate information from employees regarding strategy implementation practices and performance of state corporations. This provided a valuable source of information for gaining knowledge and insight into the effect of strategy implementation on the performance of NHIF.

Population refers to any person or groups of persons, objects or other unit that pose one common characteristics (Portney, 2020). Target population of this study included 160 staff from NHIF. The study targeted the head of departments and branch managers since they are the ones responsible for strategy implementation practices. Sampling is the process of selecting a number of individuals from a population such that the selected group contains elements representative of the characteristics found in the entire group (Orodho, 2005). The sampling formula by Hosmer and Lameshow (1989) and Yamane (1967) was used to establish the appropriate sample size for the study. The formula has been extensively used in both local and international studies due to its ability to give a sample size is considered to effectively represent the target population.

Primary data is first-hand information collected from the field by the researcher purposefully for the study at hand. For this study, primary data was collected from the respective respondents using an open-ended questionnaire. The respondents were required to select statements from the stated options located using Likert type of slanting five – point scale representing different aspects of the same attitude (Kelwon, Were, & Getuno, 2020). Likert scale response categories are (VSE)-1, Small Extent (SE)-2, Moderate Extent (ME)-3, Great Extent (GE)-4 or Very Great Extent (VGE)-5) to show the level of agreement with the statements. Gikunju, Gakure and Orwa (2018) aver that Likert scales that ask respondents to provide a relative assessment on a continuum are commonly used for collecting primary data in empirical research, and allows for relative measurement of multiple items combined as summated scales. This study involved seeking for authorization from Kenyatta University to allow the researcher to collect data. A research permit was also obtained from National Commission for Science, Technology and Innovation. The questionnaire was presented to the respondents and a questionnaire-forwarding letter accompanied by an introductory letter from the university. The researcher identified the respondents, introduced herself and requested to drop the questionnaire and collect back the answered instruments after the respondents have filled them.

The study collected both the quantitative and qualitative data. The analyzed data was presented in the form of frequency distribution tables, pie charts and bar graphs where necessary. Qualitative data was analyzed by the use of the content analysis. The quantitative data was analyzed by the use of the measures of dispersion and inferential statistics that is regression analysis to establish the relationship of the variables at 5% level of significance.

4.0 Results

Table 1 Analysis of Coefficients

	B	Std. Error	Beta	t	Sig.
(Constant)	0.446	0.657		0.679	0.499
Technological Innovation	0.766	0.193	0.218	1.380	0.173
Strategic Resource Planning	0.654	0.218	0.380	3.000	0.004
Strategic Leadership	1.214	0.227	0.934	5.348	0.000
Strategy Monitoring	1.300	0.202	0.880	6.446	0.000

a. Dependent Variable: Performance

Source: Survey data (2024)

The results in Table 1 show that the coefficient for technological innovation was β = 0.766, p = 0.173 > 0.05. The findings show that technological innovation had a positive and significant effect on the performance of National Health Insurance Fund. The results further show that an increase in technological innovation would result in an increase in performance by 0.766 units. These study findings failed to agree with Akpan and Ibidunni (2021), who concluded that technological innovation significantly enhances organizational performance through improved efficiency and service delivery. The results in Table 9 show that the coefficient for strategic resource planning was β = 0.654, p = 0.004 < 0.05. The findings show that strategic resource planning had a positive and significant effect on the performance of National Health Insurance Fund The results further show that an increase in strategic resource planning would result in an increase in performance by 0.654 units. The study findings support those of Govender and Parumasur (2010), who found that effective resource allocation and planning directly impact organizational performance.

The results further show that the coefficient for strategic leadership was β = 1.214, p = 0.000 < 0.05. The findings show that strategic leadership had a positive and significant effect on performance of National Health Insurance Fund. The results further show that an increase in strategic leadership would result in an increase in performance by 1.214 units. The study agreed with Brenes and Mena (2012), who concluded that strategic leadership promoting principles and values in the new strategy contributed to successful strategy implementation. The results further show that the coefficient for strategy monitoring was $\beta = 1.300$, $p = 0.000 < 0.05$. The findings show that strategy monitoring had a positive and significant effect on performance of National Health Insurance Fund. The results further show that an increase in strategy monitoring would result in an increase in performance by 1.300 units. These findings supported a study by Khan and Zafar (2014) that found that employee level of job satisfaction is increased with clear communication on job roles, responsibilities, and feedback on performance.

5.0 Conclusion and Recommendations

5.1 Conclusions

This study concluded that strategy implementation factors, including technological innovation, strategic resource planning, strategic leadership, and strategy monitoring, play a significant role in firm performance. Organizations that invest in technological innovation, such as maintaining an online platform for customer interactions, continuously upgrading systems, and ensuring employees are equipped with the necessary technological skills, significantly enhance their performance. The adoption of technological advancements and continuous improvements in IT infrastructure contribute to better efficiency and overall organizational performance. Similarly, strategic resource planning, which involves clear objectives and plans for human resources, regular assessment and adjustment of resource allocation, and involvement of finance departments in planning, is crucial for successful strategy implementation. Organizations that align their resource allocation processes with their strategic goals, ensuring flexibility and adaptability, see a significant improvement in performance.

Strategic leadership also plays a critical role in enhancing organizational performance. Leaders who foster a culture of innovation and growth, lead by example, and set high standards for performance create an environment conducive to success. The commitment of top management to strategic direction, along with effective communication of decisions and fostering a culture of transparency, greatly influences the organization's performance. Lastly, strategy monitoring is an essential part of strategy implementation. Regular tracking of key performance indicators, timely identification and addressing of performance gaps, and the use of real-time data for informed decision-making are vital components. Organizations that integrate strategy monitoring into their culture, conduct regular reviews of strategic objectives, and use performance feedback for continuous improvement see a marked increase in performance.

5.2 Recommendations

The study made the following recommendations based on the study findings; to improve strategy implementation and firm performance, technological innovation must be carefully managed to ensure that employees are incorporated at all stages to reduce resistance. Organizations should invest in continuous training and development programs to ensure that staff are equipped with the necessary technological skills. The study further recommends that top management of organizations should adopt strategic resource planning that encourages effective decision-making, has clear rules and regulations on resource allocation, and facilitates the distribution of resources across different departments to succeed in strategy implementation and improve performance. Effective strategic resource planning ensures that resources are allocated based on priority and need, enhancing overall efficiency and performance.

Top management should lead by example in adopting strategic leadership practices that foster a culture of innovation, emphasize performance, and promote continuous learning. Leaders should inspire and empower staff towards a common goal, ensuring alignment with the organization's strategic objectives. The study recommends that organizations develop leadership programs that in still strategic thinking and decision-making skills, creating an environment conducive to increased firm performance. The study also recommends that organizations must always encourage strategy monitoring throughout the organization by fostering a culture of transparency, providing regular feedback, maintaining an open-door policy, and establishing clear lines of communication across all levels of management. Effective strategy monitoring involves the continuous tracking of performance metrics and timely intervention to address any discrepancies. Organizations should implement systems for real-time data collection and analysis to facilitate informed decision-making and enhance overall performance.

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