

**IMPLEMENTATION OF STRATEGIC PLAN AND ORGANIZATIONAL
PERFORMANCE: A CASE OF AIC KIJABE HOSPITAL, KIAMBU-
KENYA**

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ABSTRACT

Purpose of the Study: The purpose of this research was to establish the effect of implementation of strategic plan and organizational performances. A case of AIC Kijabe hospital in Kiambu County- Kenya. The study was premised on organizational structure, culture, resources, leadership, and donor policy. The study specifically sought to examine the effects of structure on the performance of Kijabe hospital, to determine the effects of culture on its performance, and to establish whether resources allocation during strategy implementation affects the performance, to establish how leadership had enhanced the performance, and to establish the moderating effects of donor policy on the performance of Kijabe hospital in Kiambu County.

Methodology: The research adopted descriptive survey research design with the target population of 1076 employees of AIC Kijabe hospital. The research used stratified sampling technique to select the sample size. Structured questionnaires and interview guide were used to collect data. Results and Findings: The study revealed that organizational structure and organizational leadership had positive significant relationship with performance, whilst culture, resource and donor policy had no correlation and were not significant in predicting organizational performance. In addition, on observation and interaction with the employees, it was established that religion had taken precedence over culture at the hospital.

Conclusions and Recommendations: The study recommended for both timely and participatory decisions making for effective service delivery. It was also recommended that there was a need to encourage open communication by dismantling the fear of repercussions among the members.

Another recommendation was that although, Kijabe hospital was not entirely donor dependent entity, it should take an opportunity to utilize its Mission status to lobby for more grants for its growth and sustainability.

Keywords: *Strategy Implementation, Structure, Culture, Resources, Leadership, Donor Policy, Organizational Performance*

1.1 INTRODUCTION

Strategy is a company's game plan the management uses to compete successfully by positioning an organization in the market by attracting customers with the aim of achieving the set objectives and goals (Thompson, *et. al.*, 2004). It plays a crucial role in reshaping the performance of an organization by placing it above its competitors (Mati, *et. al.*, (2019). Organizations of all kinds had faced daunting challenges in implementing their strategies hence impacting on their overall performance (Alharty, *et. al.*, 2016).

Most technically perfect strategic plan will serve no or little purpose, if it isn't implemented well and yet implementation is the most difficult and demanding step in strategic management (David, 2007). Even the most successful strategy formulation does not guarantee successful strategy implementation. It requires all efforts and participation from all levels of management to rally behind its execution. Organizations that embark on diversifications aligned to their core capabilities could compete successfully with their rivals. Improving on their products and services could keep them relevant in the market and that differentiation strategy had significant influence on hotel performance in Mombasa (Bukirwa & Kising'u, 2017).

Strategy implementation influences the whole organization including its performance, and implementation requires well trained manpower to lead in the execution hence influencing organizational performance (Zaidi, *et. al.*, 2018). Construction companies' had faced alarming failures in implementing strategies due to improper strategy implementation associated with the transfer of strategy from the top managers to lower employees. Strategy implementation is believed to be successfully executed when supported by effective strategic leadership, (Mapetere, *et. al.*, 2012).

It was also observed that strategy implementation cannot be solely achieved by top management alone, it requires all employees and the suppliers of the organization to rally behind such crucial process (Alharty, *et. al.*, 2016). It was also revealed that only 50% of the strategies were

successfully implemented whilst, the rest were poorly implemented or their performance fell below the expectations of the management. The failure of strategy implementation was attributed to the separation of strategy formulation and implementation into two distinct processes. The study noted that most projects had spent considerable budget with the performance falling below the expectation of management. Involvement of middle, operational and support staff with relevant knowledge and experiences in the area of interest, garner success that meets the needed taste of the organization. Religion was considered the most sensitive and influential determinant of success besides weather and culture in the Middle East. Failure to develop products complacent with the religion perspective had endangered businesses (Alharty, *et. al.*, 2016). Laws and regulations were in obedience to religion.

Paying attention to internal factors such as people who implement and coordinate different activities, control systems, and customer needs and expectations besides auditing the external environment as well as evaluating the whole implementation process was imperative (Guruwo, *et. al.*, 2017). Most strategies had failed in the past because of non-involvement of junior staff. Strategy, structure and culture must be in harmony while revisiting the past systems and structure to allow incorporation of emerging trends was considered eminent. Because of its complex processes and serious implications on people, processes, structure, and business partners, it was vital to reconsider some factors that may jeopardize its successful implementation by creating an environment that support and enhance effective and efficient execution (Nwachukwa, *et. al.*, 2019).

Keah, *et. al.*, (2017) argued that the best formulated strategy could fail to produce superior performance for an organization if it was not well implemented. Communication was considered the most important factor influencing strategy implementation in NGOs in South Sudan beside leadership and culture. When there exist effective communication among the members, better results are achieved. Good strategic leadership shapes the way in which organization drives its success. Such leaders sensitize their employees on the importance of the strategy implementation and its implication on the overall performance of the organization.

For some studies conducted in Kenya revealed that both private and public organizations have rallied behind the practice of strategy implementation. Of course, non-execution of strategic plans had rendered the formulated strategies useless and a waste (Patrick, *et. al.*, 2017). Organizations

must be in position to commit funds and time besides the right people to implement the laid down strategy (Peris, *et. al.*, 2017). Proper resources utilization helps an organization to achieve its strategic objective through prioritization. The management must train, inspire, encourage and motivate employees to work harder to achieve the set objectives and goals.

Milelu (2018) revealed that different income diversification models had shown stability and sustainability of organizations as evident in their high performance. It reduces the risk of shutting down as a result of donor fatigue. Effective communication coupled with good financial policy improves donor relations. Jabbar and Hussein (2017) underpinned the importance of good strategic leadership in determining the direction of an organization. Leaders are responsible for evaluating their strategies so as to enable them have a glance at their possible performance while constantly inspiring, motivating and encouraging their employees to drive success. An organization that lacked good top strategic leadership is doomed to fail.

According to Chao, *et. al.*, (2015) AIC Kijabe hospital had embarked on turnaround strategies for growth and sustainability. The hospital had planned to reduce cost while increasing revenue through the tailored services to different segments of the clients. Ten years later, the hospital successfully upgraded water, electricity, waste management and expanded extra operation theaters as rolled out in its plan. Such expansion and growth had opened up doors for its approval as international surgical residence as well as level six territory referral hospital.

AIC Kijabe Hospital

AIC Kijabe Hospital is a faith based hospital sponsored by the African Inland Church Kenya. It is situated in rural area, 65kilometers northwest of Nairobi in Kenya's Rift valley province, Kiambu County. The hospital was founded in 1915 as small outpatient clinic, today, it is level six tertiary referral hospital (Chao, *et. al.*, (2015).In 2010, Kijabe hospital had 50km catchment area that covered three districts, Nakuru, Kiambu and Nyandarua. The hospital is premised on philosophy of becoming "a leader in the provision of excellent healthcare in sub-Saharan Africa, to God's glory". Her reputations both in Kenya and beyond stemmed from high quality and low cost services. AIC Kijabe hospital leadership had cut cost, expanded operation theaters as well as upgraded water and electricity to accommodate increase in the demand for its services Chao et al (2015). Despite of improved health services in Kenya, Kijabe hospital continued to remain the hospital of choice for many. Therefore, the study sought to establish how strategy implementation

in line with the organization's structure, culture, resources and leadership had had on its performance.

1.2 STATEMENT OF THE PROBLEM

Most organizations have brilliant strategies however, during implementation; some organizations realized their objectives while some failed. According to a study by Alharty *et. al.*, (2016), only 50% of the strategies were successfully implemented whilst, the rest were poorly implemented or their performance falls below the expectations of the management. Another study by Zaidi *et. al.*, (2018), had revealed that companies had faced alarming failures in implementing their strategies. Both large and small business and charitable organizations alike are not exempted by such failures. St. Mary mission hospital was not spared either. More than six board members had resigned citing unclear procedures in the implementation of their strategies. There were also malpractices in resources management as well as poor leadership as seen from the internal wrangle (Wafula, 2019). According to Chao, *et. al.*, (2015) most strategies were successfully implemented with desired ends. However, according to its strategic plan 2018-2022, there were a few internal challenges such as lack of clarity on authority and decision making, senior management team meetings being more technical than strategic, lack of cost center analysis, church politics, competition to mention but a few. Despite these challenges, Kijabe hospital had successfully implemented its strategies leading to its upgrading to a level six tertiary referral hospital. Was it by chance or due to its association with AIC church and funded by donors? It was also important to find out if it was because of its structure, culture, resources or leadership? This study therefore, sought to establish what made AIC Kijabe hospital such a successful?

1.3 OBJECTIVES

The general objective of this study was to establish the effects of implementation of strategic plan and the performance of AIC Kijabe hospital in Kiambu County- Kenya

1. To examine the effects of structure on the performance of Kijabe hospital
2. To determine the effects of culture on the performance of Kijabe hospital
3. To establish whether resources allocation during strategy implementation affects the performance of Kijabe hospital?
4. To establish how leadership had enhanced the performance of Kijabe hospital
5. To establish the moderating effects of donor policy on the performance of Kijabe hospital.

2.1 THEORETICAL FRAMEWORK

This study was anchored on the theory of structural inertia. The researcher had adopted this theory because all the objectives and goals of an organization can be influence by structure. In this theory of structural inertia, organizations are subject to strong force called inertia that pushes them to redefine their strategies and structures to cope up with changing business environment (Hannan & Freeman, 1984). These strong forces, arises from both internal factors such as organization’s politics, sunk costs, staff and external factors such as, legal requirements, barrier to both entry and exit among others. The legitimacy of the organization could be endangered once radical structural changes are imposed. The size, age and complexity of an organization increase the level of structural inertia. The speed with which a change is institution in an organization is influenced by elements of structural inertia.

2.2 CONCEPTUAL FRAMEWORK

The diagram below shows the variables that influence strategy implementation.

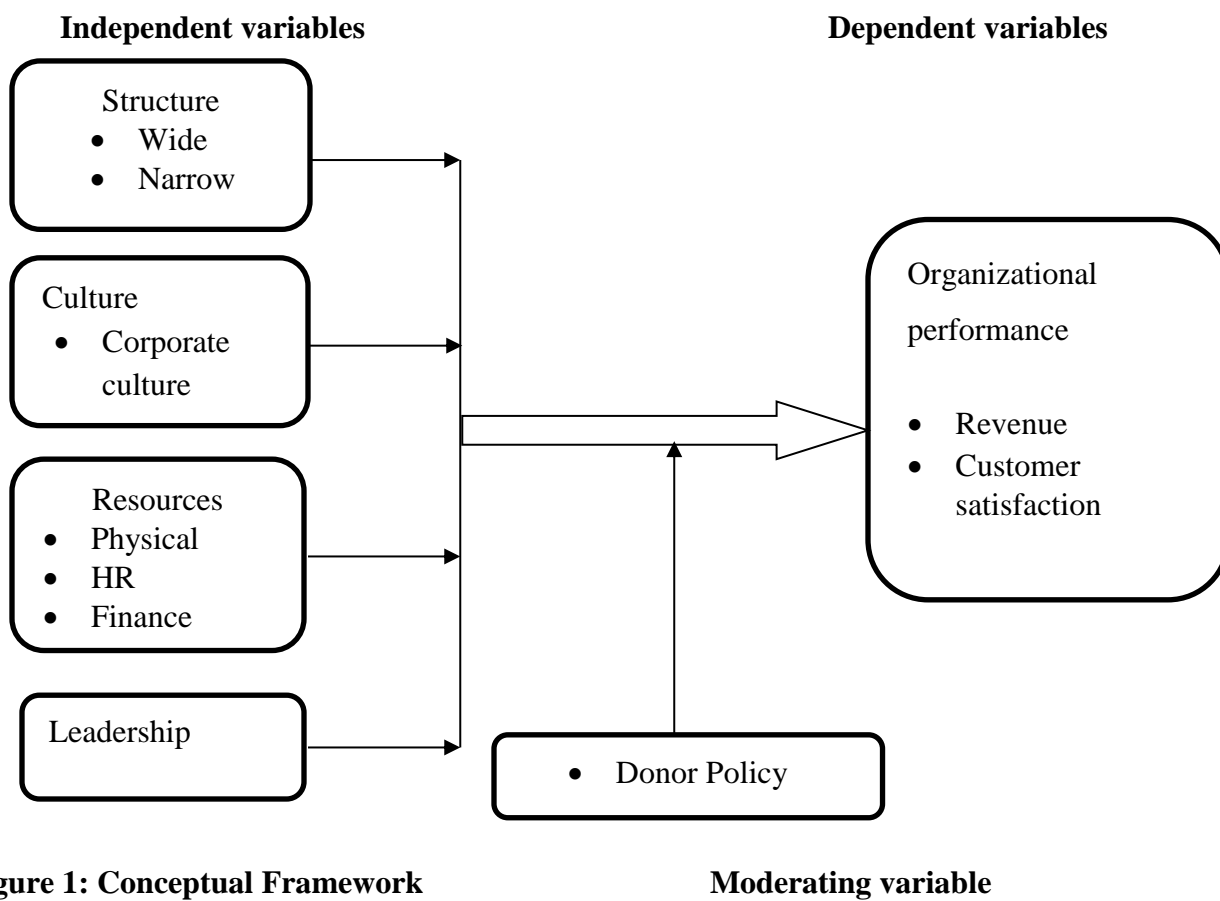


Figure 1: Conceptual Framework

Source: Author, 2020

The conceptual framework shown above, posited that wide and narrow structure affected the implementation of strategy. In the event of wide structure, decentralization became the best way to defuse powers and authority to accommodate the demands of strategy implementation hence rewarding organization's performance. Having narrow structure could facilitate quick coordination of strategy implementation with a good resultant performance. The corporate culture could act as determinant of success or failure as it embroiled values that could foster teamwork, innovations and creativity hence good performance. The uniqueness of organization's resource (physical, human and financial) could garner success when well utilized, while the opposite could be true.

Organization's performance could be shaped by the kind of leadership it has. The presence of good top strategic leadership could enhance and boost the performance of an organization as they're guided by the strategic vision of the organization rewarding it abundantly. Strategic leaders could help an organization prioritize, inspire and motivate employees to commit to the course of the organization.

Organizations that rely on donation for its operations could be regulated by donor policy. Such policy or restrictions could impede or facilitate successful implementation of strategies. Once organizations don't adhere to donor requirements, it may lead to poor relations with donors impacting on the overall performance of institution with effects on revenue generations, service delivery and customer satisfaction. Also, donor fatigues could affect the intended performance of the organization.

2.3 LITERATURE REVIEW

Charity et al (2017) in their study revealed that a good structure aligned to the strategy and coupled with good organizational leadership rewards organization's performance. They also found that adaption of organizational structure positively correlates with organizational performance particularly when competent and knowledgeable employees are hired or trained. Therefore, with adequate finance, clear targets, and continuous and sustained supervision of employees during strategy implementation could lead to superior performance. According to Ali (2018) organizational culture had positive impact on the performance of employees implying that when there exist high performance in an organization, it translate strong organizational culture. Another study by Barkedo and Mirwoba (2019) established that organizational leadership style, structure

and stakeholders engagement had positive significant performance on donor- funded health projects. Valencia, et al (2015) in their attempt to establish the links between organizational culture, innovation and performances in Spanish companies, revealed that culture can either be considered as key determinant or hindrance of innovation in an organization depending on the kind of values placed by culture in a given organization, however, adhocratic culture was considered the best indicator for both innovation and good performance. According to Yesil and Kaya(2013) in their study on the effect of organizational culture on firm's financial performance in Turkey, it found out that organizational culture had no significant effect on sales, return on investment and growth of the organization. However, according to Mati et al (2020), organizational strategy and culture are not detached from the external environment in which an entity operates, and thus ought to be aligned for greater efficiency. Another study by Lubis, et al (2016) revealed that organizational performance was positively impacted by the use of balanced scorecard as it had helped the management to simultaneously have an overall look and evaluate the performance of an organization from the four perspectives. A scorecard was also considered vital as it does reveal the relationship between the principal and the agent.

Ileri and Deya (2019) study revealed that for high performance to be achieved, the management must motivate, encourage and allow employees to echo out their views and understandings on how best the strategy should be implemented. In addition, adequate and proper allocation of resources was considered a key to successful strategy execution; as a result, periodic review of budget was necessary to adjust to the course. The study noted that there was a need to harmonize structure with strategy for effective and easy implementation. According to Maduenyi et al (2015), organizational performance was attributed to the existence of clear organizational structure which stipulates who does what hence breeding specialization and efficiency. The study had recommended the management to examine and evaluate their effectiveness and efficiency by having clear organizational structure in place. Another study by Abok (2013) attested to a good organization's performance to unique resources and good cultural values that rewards good performance. The study noted that organizations with unique resources tend to perform better than similar organization even with similar strategies but lacking unique resources and good cultural values. It was found that it takes well trained personnel and leaders alike to lead in strategy execution that meets the taste of the management. In addition, organization's management styles, culture, resources, and stakeholders could have great implications on strategy implementation too.

Leadership and Organizational Performance

According to Nyong'a and Maina (2019) strategic leadership is important in inspiring, motivating, and encouraging employees to achieve the desired performance. However, poor strategy implementation was attributed to poor strategic leadership. Therefore, leaders who are guided by the strategic objective of an organization keep employees focused on their targets. In addition, Jooste and Fourie (2009) revealed that lack of good leadership at the top management was a major stumbling block to successful strategy implementation and most failures were attributed to the inability of top leaders to alter initiatives to reflect current trends. The study found that lack of clear expectations and target measures by top leaders were also the most nagging barriers to effective strategy implementation. On top of this, Mapetere *et al* (2012) revealed that low leadership involvement in strategy implementation had impeded the desired success while poor communication among the employees and the leaders alike was just yet another factor jeopardizing the achievements of the set objective and targets. Akuei *et al* (2017), pointed out that leadership had strong influence on the performance of an organization. This was because when the leadership of an organization improves, it enabled effective strategy execution hence good organizational performance.

A study by Slabbert and Mukhongo (2018) found no significant relationship between strategic leadership practices and performance of United Nations development programs in Mogadishu. Another study by Mui *et al* (2018) revealed that leadership vision had no positive significant impact on the performance of an organization. This was because performance depends on how the members of the organization embrace and own their esteem towards the growth and success of that particular institution. Therefore, such voluntary alignment compels them to drive the desired performance. Makori and Kinyua (2019) established a positive impact of leadership on organizational performance. They noted that leadership that fosters dyadic communication and commitment among the members of the organization drives success and that leaders who coach their members to know strengths and weaknesses and how those strengths and weaknesses could be maximized and minimized generates optimism in such individuals. The study recommended the leaders to create culture that empowers and value every effort exerted by every employee in meeting the objectives of the organization.

According to Kitonga *et al* (2016), there was a positive relationship between leadership and the performance of not-for-profit organizations. The research also disclosed that NGOs that adopted

good strategic leadership had shown drastic improvements in their performance. Another study by Alemayehu and Batisa (2020) revealed that both transformational leadership and transactional leadership had significant contributions to the predictions of affection, normative and total commitment whilst Laissez- faire leadership had no significant influence on organizational commitment. In addition, Gioko and Njuguna (2019) found that strategic planning had impact on the performance of hospitals. The hospitals were revealed to have clear vision and directions and that periodic review of both internal and external environments was of merits. The study also found that firm goals, business environments, resources allocations and strategic choice had significant effects on the performance of hospitals. In addition, the business environment in which hospital operates were found out to have the strongest significant on the performance of hospitals.

3.1 METHODOLOGY

The researcher adopted a descriptive survey research design. Quinlan (2011) argued that a survey is quantitative with some elements of qualitative and that it was appropriate for large sample. The researcher employed descriptive approach as it was considered appropriate to gather employee's opinions/ views in regard to strategy implementation in AIC Kijabe hospital. The target population for this study was 1076 employees at AIC Kijabe Hospital. The researcher used stratified sampling technique to group the population into different strata based on their level of management. The researcher also employed purposive, simple random and systematic sampling techniques to collect relevant information on strategy implementation. Purposive sampling had targeted the top most senior managers because they have vital information. Simple random sampling of 40% was used for middle managers while systematic sampling was used for functional managers and support staff respectively; for every third (3rd) and twenty (20th) elements of functional and support staff were drawn respectively. The total sample size comprised of 80 respondents. The study used questionnaires and interviews guides as the main tools for data collection. Drop and pick was used as the method of administering questionnaires while face to face interviews were scheduled for top managers.

4.1 RESULTS AND DISCUSSION OF FINDINGS

Descriptive statistics on organizational leadership

1. Leaders are guided by the strategic objective of the organization

It was important to establish if the leaders were guided by the strategic objective of the organization. The results are displayed below.

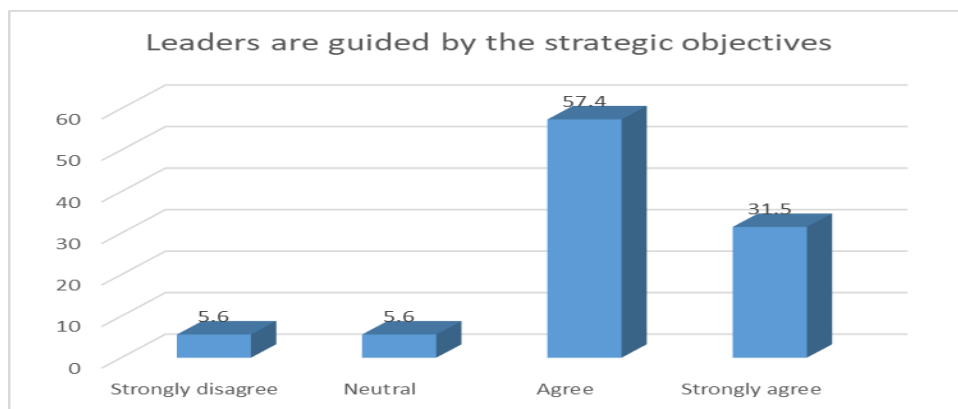


Figure: 2 Leaders are guided by the strategic objective of the organization

Source: Research data 2020

In response to whether the leaders were guided by the strategic objectives of the organization, the results revealed that 5.6 percent of the participants strongly disagreed and were neutral, majority of 57.4 percent agreed and 31.5 percent strongly agreed that leaders were guided by the strategic objectives of the organization. The result showed the presence of visionary and strategic leaders in this hospital. The leadership of Kijabe hospital focuses on the goals and targets of the organization as they plan and execute plans with clear set of targets and objectives in mind. Poor strategy implementation was always associated with poor top leadership. The results are in line with the findings of Ngong’a and Maina (2019) who noted the importance of strategic leadership in inspiring, motivating, encouraging and involving employees to achieve the set objectives of an organization.

2. Leaders embrace changing business environment

It was also necessary to investigate if leaders were embracing the changing business environment, the findings are shown below

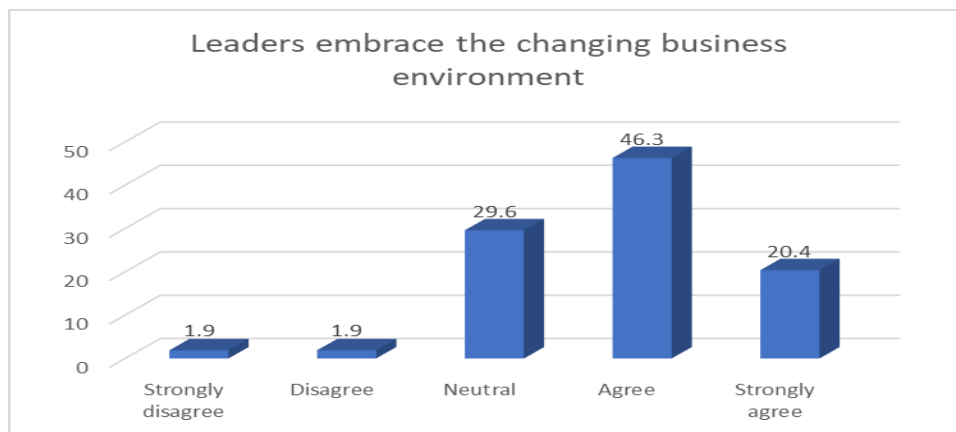


Figure 3: Leaders embrace the changing business environment

Source: Research data 2020

The findings in the figure above showed that 1.9 percent of the participants strongly disagreed and disagreed respectively that leaders were embracing changing business environment, while 29.6 percent neither agreed nor disagreed. Majority of 46.4 percent agreed and 20.4 percent strongly agreed. The results underscored the readiness and flexibility of leaders to respond to ever changing business environment so as to remain relevant and superior to their competitors as well as meeting the demands of their customers. The results also suggested that the top management was composed of more leaders than managers with their ability to foresee and strategize on how to harvest future success of the organization. Jooste and faurie (2009) revealed that lack of good strategic leadership at the top management was a major stumbling block to a successful strategy implementation. The findings further showed that most failures were attributed to the inability of top leaders to alter initiatives to reflect ever dynamic business environment.

3. Setting clear targets for all employees

Clear targets could assist employees to work towards achieving the objectives of the organization. It tends to reduce wastage of resource and enhance effectiveness and efficiency. It was worth evaluating if the leaders of Kijabe hospital were setting clear targets for their employees. Below are the findings.

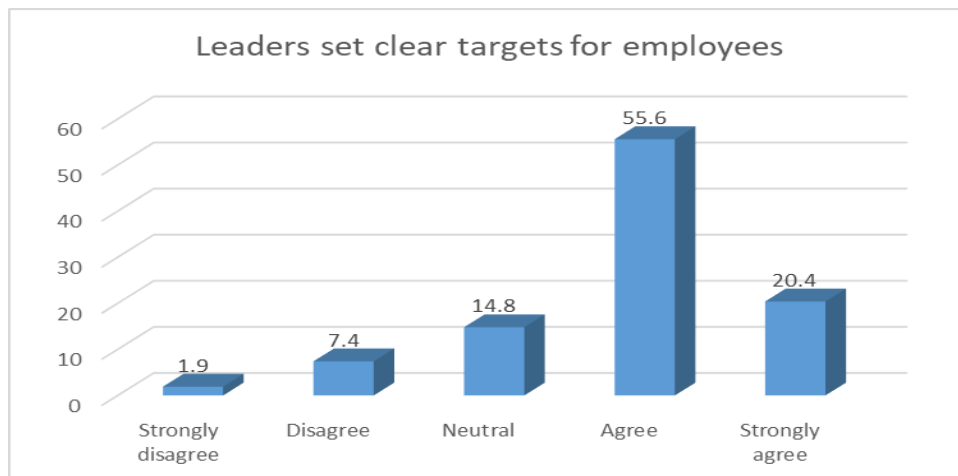


Figure 4: leaders set clear targets for their employees

Source: Research data 2020

The findings in figure above revealed that 1.9 percent of the participants strongly disagreed that leaders set clear targets for the staff, 7.4 percent disagreed while 14.8 percent neither agreed nor disagreed. Majority of 55.6 percent agreed and 20.4 percent strongly agreed to the declaration. The results underscored the important role played by strategic leaders in achieving the set objectives. Kijabe hospital is using balance scorecard to set targets and measures its performance. The top leadership cascade down the objectives to various departments who in turn set and measure their performance against the set standards. Mapetere et al (2012) argued that, poor communication among employees and the leaders alike was just another factor jeopardizing the achievement of the set objectives. The study further recommended the top management to remain focused on the strategic objectives of the organization.

Statistical Analysis for Multiple Regressions

A multiple regression analysis was run to examine whether the variable strategy implementation (structure, culture, resources and leadership) were good predictors of the performance of AIC Kijabe hospital. The results are shown below.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.435 ^a	.189	.105	1.09272

a. Predictors: (Constant), structure, culture, resources, leadership ,and donor policy

Source: Research data 2020

Table 1 above showed that the R value (multiple correlation coefficients) of 43.5% indicates some relationship between independent and dependent variables. The R square (coefficient of determination) was 0.189 which was an indication that the five variables (structure, culture, resources, leadership and donor policy) were considered to create a positive relationship with the dependent variable. The results showed that 81.1% that also leads to effective organizational performance would be influenced by the other variables not studied here. This research is in tandem with the findings of Alfandi (2020) who disclosed that manager attitude had accounted for 18.9% of variation in the employee performance in Jordanian travel and tourism institutions. These results are also supported by Mati et al (2020) who found out that organizational strategy, organizational culture and external environment jointly had accounted for 18% of variation in the operational efficiency of private health institutions in Kenya. Kariuki and Awino (2018) also found out that organizational resources had accounted for 13% of the variation in the return on assets in large manufacturing firms in Kenya. Another study by Anugrah and Putri (2020) disclosed that 13% of performance was influenced by direct promotion and compensation at Garment department in Indonesia and that the rest of the performance could be influenced by other factors not studied therein. Dagher (2019) also found out that all the eight variables studied had explained 0.364 (36.4%) of the performances of NGOs in Lebanon. Another study by Njeru et al (2019) had accounted for 28.9% of the variance in services delivery in Meru County of Kenya as a result of devolved healthcare system.

Table 2: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.831	1.153		5.925	.000
	Leadership	-.813	.361	-.389	-2.248	.029

a. Dependent Variable: Organizational Performance

Source: research data 2020

The Beta coefficient table above showed the effect of individual independent variable on dependent variable (organizational performance). This translated that all the tested independent variables had positive relationship in respect to organizational performance as shown by the significance of 0.000 which is less than 0.05. Furthermore, organizational leadership and structure had positive significant relationship with the performance.

Based on the Beta coefficient result of Leadership which is $-.813$, it showed negative correlation between leadership and performance. However, there is strong positive significance of 0.029 which implied that, holding other factors constant; a unit change on leadership quality increases the performance of the hospital by 81.3% . The result also revealed that leadership was the first most significant independent variable. The results are supported by Akuei et al (2017) who noted that leadership had strong influence on strategy implementation and that when leadership improves; it enabled effective strategy execution hence good organizational performance. Maina and Njagi (2019) observed that organizational leadership had positive significant impact on the execution of strategic plans in private schools in Kirinyaga county of Kenya. Njiru et al (2019) also revealed that leaders and managers alike of health facilities in Meru County were competent and had the necessary ingredients to drive the institutions to success.

4.2 SUMMARY OF FINDINGS

Effect of leadership on organizational performance

The fourth objective was to establish how leadership had enhanced the performance of Kijabe hospital. Based on the coefficient results, leadership was the first most significant variable to organizational performance. The respondents indicated that there had been successful implementation of strategy aided by visionary leadership and that the top management was composed of more leaders than managers hence keeping Kijabe flexible to remain competitive and responds to ever changing needs of the hospital. It was also found that the use of balance scorecard had helped the leaders and managers alike to evaluate and measure their targets against the set standards rewarding the facility with great success and that the hospital made sound and vibrant decisions that met the needs of the hospital and of customers as they had resorted to bottom –up approach in making decisions. The respondents also indicated that Kijabe hospital had harvested bundles of trust and loyalty from her members breeding from healthy promises the management accords to their employees and that proper maximization of employees' strength had been achieved while developing their weakness to meet the demands of the hospital.

5.1 RECOMMENDATIONS

Based on the conclusion that there was growing dissatisfaction that the employees were not fully allowed to contribute ideas to the top management for decision making process, it is recommended that the management should allow junior staff to contribute ideas for vibrant decision making as

they directly interact with customers and know their feelings. Based on the conclusion that majority of respondents neither agreed nor disagreed on timely decisions in this hospital, the management is advised to reconsider revisiting their decision making process so as to remain current and up to the demands of customers. Based on the conclusion that some respondents felt they were not sure if leaders were embracing the changing business environment and therefore, it is recommended that leaders should keep the institution growing by constantly auditing business environment, redefining their strategies, structure and operations in accordance to the forces of the market. Based on the conclusion that there was some discontent by employees that they were not sure of their representation in decision making processes, it is therefore recommended that all levels of management should be allowed to have a voice on matters that influence the direction of the hospital. By doing so, vibrant and well-founded decisions that reflect the needs of the organization shall be achieved.

6.1 SUGGESTIONS FOR FURTHER STUDIES

Since this study was conducted in church based facility that doesn't entirely depend on donors for her survival, it is suggested that another similar study be conducted in mission hospitals to unveil how donors' policy affects the implementation of strategies.

There is need for Comparative study between public and mission hospitals to unleash out their comparative performance. Other researchers can adopt different methodology to unearth how mission hospitals like Kijabe and others perform and grow.

Kijabe hospital is more fashioned into religion, doing everything to God's glory; this had been the driving force in this facility. It is of paramount that other researchers consider conducting research on other mission institutions to unveil the influence of religion in their performance.

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