
**RELATIONSHIP BETWEEN EMPLOYEE MOTIVATION AND
PERFORMANCE OF LEVEL FOUR GOVERNMENT HOSPITALS IN
KENYA: THE MEDIATING EFFECT OF STRATEGY
IMPLEMENTATION**

Nyamai Everlyn Musangi

**Management and Leadership, School of Management and Leadership,
The Management University of Africa, Kenya**

Prof. Thomas Ngui, Ph.D., Professor,

**Management and Leadership, School of Management and Leadership,
The Management University of Africa, Kenya**

Prof. Thomas A. Senaji, Ph.D., Professor,

**Management and Leadership, School of Management and Leadership,
The Management University of Africa, Kenya**

Email of the corresponding author: nyamaimusangi@gmail.com

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Abstract

Motivation energises individual level of commitment and guide behaviour of the healthcare worker. In the same breath, employee recognition is seen to have a positive correlation with employee performance and motivated employees often have the propensity to be productive in strategy implementation than the employees who are not motivated. Motivated employees often have the propensity to be productive in strategy implementation than the employees who are not motivated. This paper sought to assess the effect of employee motivation on performance of level four government hospitals in Kenya. This paper reviewed effects of employee motivation and its impact on organizational performance, through an analysis of existing empirical studies and models linking with employee motivation strategy implementation and performance. This paper was anchored on the Resource Based View (RBV) theory and supported by the Goal Setting Theory and The Higgins 8 S's Model of Strategy implementation. This study adopted a mixed-method approach. The study population comprised all the 104 Level Four government hospitals listed in the Kenya Gazette as of February 2020. According to Kenya gazette 2020, there are 22 county referral hospitals and 82 sub-county hospitals in Kenya. The study was quantitative and qualitative in nature. Structured and unstructured questions was used to obtain qualitative data. This mixed method enabled the

study to highlight and quantify causal relationships and to analyze numbers instead of exploring and describing situations. Descriptive and inferential statistics were employed in analyzing quantitative data. Qualitative data from unstructured questions were analysed using conceptual content analysis. Pursuant to the analysis of wide literature, the study results revealed that employee motivation has a significant relationship with Performance of Level Four government hospitals in Kenya. The study findings also indicated a partial mediation effect of strategy implementation on the relationship between employee motivation and organisational performance.

Keywords: *Employee Motivation, Strategy Implementation, Organizational Performance, Level Four Government Hospitals*

1.0 Introduction

In the work environment, employees are seen as the foundation of an organization because they contribute to the formation of the company's reputation and image (Ageeva, Melewar, Foroudi, Dennis & Jin, 2018; Del-Castillo-Feito, Blanco-González & González-Vázquez, 2019). The organizational success is determined mostly by the motivation of workers (Lee, Raschke & Louis, 2016). When motivated, the employees get encouraged to work effectively to accomplish the organization's goals (Paillé, Amara & Halilem, 2018). Thus, interaction of employees with the organization by maintaining the organization's image pushes the organization to achieve its goals, which proves the performance of its employees.

Motivation is fundamental tool to build an enabling atmosphere where ideal performance is probable, this brings us to the question in what way do we guarantee that the individual motivation is at its topmost inside the institute or workstation (Sarpong & Maclean, 2016). Every organization possessed their own set of motivations and individual incentives that push him or her to work better; some can be motivated by recognition whereas others can be motivated using monetary incentives (Sarpong & Maclean, 2016). Whatsoever the method of employee motivation, the basic to stimulating that motivation as an employer, is through understanding what type of incentives to make available the employees.

Therefore, employee incentive plans must guarantee employees to feel valued, taken care of and considered meaningful. The ultimate thing about motivation is, it is customized as such agendas are intended to encounter the necessities and requirements of employees (Leischnig, Kasper-Brauer & Thornton, 2018). Motivation does not only inspire creative performance but also demonstrates to workers just how greatly the organization cares (Todericiu, Şerban & Dumitraşcu, 2013). Feasibly the most vigorous effect of operative motivation is that improved output or performance. Therefore, if employee motivation can be increased, efficiency will inevitably decrease in alignment (Taris & Schaufeli, 2014). Hence, employee motivation stimulates workstation harmony and employee performance hence increases. Motivated workers will bring about staff retaining and company loyalty, which in the short term will give birth to growth and improvement of the business (Todericiu et al., 2013).

Motivation in previous studies has been established to be crucial to an organization's performance but yet has remained a challenge (Chatzopoulou, Vlachvei & Monovasilis, 2015; Syafii, Thoyib, Nimran & Djumahir, 2015; Muslim, Dean & Cohen, 2016). Currently, the issue of the motivation is focused on identifying the motivation factors in various countries and on analyzing the perception of their preferences in terms of age and gender (King, Murillo, & Lee, (2017; Malchrowicz-Moško et al., 2019). However, researchers have revealed that motivation is an essential factor that governs how an organization's employee might execute tasks depending on how they are motivated. Different organizations in different countries adopt

various methods of motivating workers to improve their performance, and then various organizations have adopted numerous methods of motivating their employees to perform better by using approaches of other successful organizations across the world but still have not generated good performance levels. Hence this paper sought to examine the relationship between employee motivation and performance of Level Four Government Hospitals in Kenya.

Employee Motivation

Motivation plays an important role in developing and intensifying every stakeholder's desire to perform efficiently in their respective positions. Motivation is among the many factors that influence or affect an employee's job performance and, consequently, influence organizational performance (Nassazi, 2013). One of the improvements in employee performance can be done by increasing the motivation factor. Several studies have shown empirically that motivational factors are very positive in improving employee performance (Jayaweera, 2015; Ghaffari, Shah, Burgoyne, Nazri, & Salleh, 2017; Kuswati, 2020). In performance terms, engaged employees put extra effort into their work to contribute to organizational success, aiming to align their competences to attain organizational goals. Employee performance is closely related to the results of one's work in an organization or company. The results of the work can involve quality, quantity, and timeliness, but performance evaluation in a company's organization is key in employee development. Performance evaluation is in principle a manifestation of an employee's performance appraisal form (Irfansyah, 2020). Motivation is considered a significant factor in organizational growth, and every employer is always obliged to implement the most effective motivational approach to achieve sustainable development. Chatzopoulou, Vlachvei and Monovasilis (2015) indicate that despite several studies being done on motivation, most managers are still short of knowledge on how best motivation can enhance employees' productivity leading to improved organizational performance. Most scholars describe motivation as something that influences a person's ability to undertake a particular action most convincingly or effectively (Kalogiannidis, 2021).

Motivated employees have their own goals directed in accordance with the enterprise goals (Kumar, Doshi, Kulkarni, Reddy, Reddy, & Srilatha, 2019). The job performance of employees motivated in the right way is higher than those with no motivation (Faletar, Jelačić, Sedliačiková, Jazbec & Hajduchova, 2016). Managers must be familiar with the employee motivation, with specific motivation factors and through stimuli they must raise employees' willingness, determination to get involved in meeting goals associated with enterprise missions and goals (Zaborova et al., 2017; Stachová, Stacho, Blštáková, Hlatká, & Kapustina, 2018). Knowledge about factors motivating employees allow managers to create the motivation programme covering enterprise as well as employees' needs. All facts affecting the employee performance and running the business must be taken into account, the employers must be aware of them when creating the motivation programme (Szierbowski-Seibel, 2018). The facts relate to information connected with technical, technological conditions for work, type of workplace, working conditions and sanitary facility, satisfaction or dissatisfaction in the workplaces, value orientation, relations to work, co-workers, supervisors and enterprise itself (Laužikas & Miliūtė, 2020).

Strategy Implementation

Strategy implementation refers to the process of converting action plans and strategies to enable achievement of set objectives (Cândido, & Santos, 2018). Murgor (2014) defines strategy implementation as the process by which an organisation streamlines on the mechanisms of ensuring a sustainable competitive advantage and their survival in a business environment. Odundo (2012) avers that strategy implementation is vital in setting up and meeting the objectives of the organisation as well as the deliverables. Strategy implementation is critical

aspects of any business success and the implementers need to take much attention in understanding the strategies (Misankova & Kocisova 2014). Strategy implementation is a key challenge for today's organisations, hospitals included. Staggering of strategy formulation occurs at the stage of strategy implementation (Coulson-Thomas, 2013). The facilitation of strategy implementation effectiveness occurs through action planning, coordination and institutional alignment (Hinton 2012). The level of success of strategy implementation depends on the characteristics of the managers (Jespersen & Bysted, 2016). Much time is taken in ensuring that strategies are implemented flawlessly during the execution of the strategies (Jiang & Carpenter, 2013). Burlton (2015) notes that most of the described and set strategic plans don't end up being implemented.

Strategy implementation faces various barriers such as lack of clear common understanding of overall aims and plans (Dunlop, Firth & Lurie, 2013). Many organisations are still struggling with understanding their visions and missions thereby ending not achieving their objective (Grant, 2016). Health care sector is facing great challenges in both development, maintenance and sustainability of the planned achievements hence a need for a strategic decision of decentralisation of health care delivery (KPMG, 2013). Causes of failure may not be clear to the managers in some cases such as the failing of business, repeating the strategic planning time to time with expectation of better results which sometimes is not the case (Fauziah, Noralisa, Ahmad & Mohamad, 2017). In addition, the initiatives of the organisation face stiff challenges in the business environment due to poor implementation of new strategies (Palladan, Abdulkadir & Chong, 2016). In the same breath, employee recognition is seen to have a positive correlation with employee performance (Okoth & Oluoch, 2019) and employee motivation is instrumental in strategy implementation than the employees who are not motivated (Sharma, Srivastava, Ningthoujam & Arora, 2012). Therefore, for an organisation to realize its objectives, then there is need to look at their strategic methods. This study used the components of strategy implementation such as people, resources, structure, systems, and culture.

During the turbulent times, the organisation depends on its strategy implementation to ensure its survival (Sial, Usman, Zufiqar, Satti & Khursheed, 2013). Strategy implementation execution calls for proper communication, planning and proper allocation of resources to bring about change effectively (Friis, Holmgren & Eskildsen, 2016). Organisations face complex challenges transforming strategies into actions (Johnson & Scholes, 2013). Strategy implementation major focus is about what, who, when, where and how these strategies can be implemented towards achieving desired goals and objectives (Njoroge, Machuki, Ongeti, & Kinuu, 2015; Lefort, McMurray & Tesvic, 2015). This study operationalised strategy implementation using strategic leadership, communication, organisational structure, culture, stakeholder's engagement, monitoring and evaluation.

Performance of Level Four Government Hospitals

Organization performance has been studied enormously in the academic literature and has been considered the ultimate goal of every type of organizations, be it is private or public. However, the concept of organizations' performance vary for each organization based on its nature, size, product and services (de Waal, 2019). Organization performance is multidimensional phenomenon in the management and business literature (Blackman, West, O'Flynn, Buick, & O'Donnell, 2015). Organizational performance encompasses the outcomes of an institutions which can be measured against projected outcomes, aims and purposes. These outcomes are measured through various ways of objective and subjective measurement (Jeong, & Shin, 2019; Ali, & Anwar, 2021). In regard to factors effecting organizational performance, previous studies have concluded internal and external factors with direct relation to organizational

performance. (Blackman et al, 2015; Cooke et al., 2019). In regard to organizational performance from organizational internal perspective, organizations try to develop employees' behaviour. Performance measurement is considered the most critical factor in a company (Tulcanaza-Prieto, A. B., Aguilar-Rodríguez, I. E., & Artieda, 2021). firm performance measurement is a mediator variable between business innovation and management (Wang & Kim, 2018). Firm performance improvement requires measurements through which to identify the level of organizational resources and their effect on business performance over a certain period (Madu et al.1996), including financial, market, and innovation indicators (Slater et al.2010).

The measurement of a firm's performance helps to develop its strategy because it includes the organizational objectives and the methodology to compensate managers (Tulcanaza-Prieto et al.2021). Zameer et al. (2014) asserts that higher performing staffs are needed order to move the organisation towards achieving various organisational goals such as offering unique products and services that give the organisation leverage against the competition.

The quality of work done in the organisation reflects the commitments and passion of employees in the organisation (Scott, & Sivey, 2022). Waithaka, et al., (2020) observed that poor working conditions, shortages of drugs, commodities, equipment and staff have greatly caused dissatisfaction and lack of motivation of health workers. The county governments not honouring agreements on promotions, re-designations into appropriate job groups not done, lack of training and skills development and failure to address these issues has also led to general discontent and unrest among health workers in Kenya. The healthcare workers need a supportive, healthy and safe working conditions.

2.0 Literature Review

Theoretical Review

This paper was anchored on the Resource Based View (RBV) theory and supported by the Goal Setting Theory and The Higgins 8 S's Model of Strategy Implementation.

Resource Based View Theory (RBV)

Resource Based View (RBV) was first advanced by Barney (1991). The theory holds that when the resources of a firm are controlled, superior performances are achieved. The proponent of RBV theory is that the resources unique to the firm are employed to ensure that better performances are achieved (Singh & Mahmood, 2014). Resource Based View theory is a strategic management theory widely used to examine how resources can drive competitive advantage in which more value than rival is created through capabilities that are not easily imitated (Killen, Jugdev, Drouin & Petit, 2012).

The theory holds that a successful organisation is that which is keen in attracting attention to the capabilities and competences at the firm level, such capabilities are constantly associated with better performance (Almarri & Gardinera, 2014). This theory has been utilised by Burton and Rycroft-Malone (2014) who reviewed RBV theory to analyse the impact of the often-complex quality improvement efforts in healthcare organisations. Burton and Rycroft (2014) postulates the fact that organisational competences are expressed within diffuse inter organisational networks such as healthcare managed networks as well as in traditional large vertically integrated and standalone organisations, meaning the ability to work, learn and change across organisational boundaries is inevitable.

Resource Based View theory has been criticized for being more complex in public firms than the private firms which has the inter-organisational networks rather than a large, vertically integrated, organisation (Burton & Rycroft, 2014). Casebeer, Reay, Dewald and Pablo (2010)

argue that RBV's use in healthcare management research has been limited empirically. Critics further have identified certain problems concerning definitional soundness and the constructs as appearing in the RBV. Resource Based View theory is also constantly criticised for being largely untestable in terms of methodological complications in literature. This theory is relevant to this study in explaining how the health facilities harmonises the capabilities with the available resources to realise better performance. The RBV form the anchorage of the study as it describes and cuts through the study variables by explaining the integration of various factors that enable an organisation to perform better by looking at the firm's capabilities and competences through quality improvement strategies.

Goal Setting Theory

This theory was incepted by Locke and Latham in 1979. The proponents of the goal setting theory hold that better performance is achieved when there is persistence of efforts in the development of strategies (Locke & Latham, 2013). Goal setting theory describe the application of factors that initiate and direct behaviour of individuals by motivating them to deliver on their goals (Carper, 2015). The theory advocates that employee should be rewarded once the set goals have been achieved (Kang & Yanadori, 2011). Schay and Fisher (2013) observe that in order to obtain collective performance, there is need for employee motivation. Kramer, Thayer and Salas (2013) acknowledge that the goal setting theory adopts group-based structure. The individual effort when put together help in achieving greater goals (Kramer, et al., 2013).

The usefulness of the theory is its ability to explain motivation adequately by what mobilises or energises human behaviour, what directs behaviour toward the accomplishment of some objective and how such behaviour is sustained over time towards realisation of organisational objectives. Young and Smith (2013) avers that the objective of operational goals is to help the organisation measure performance and effectiveness. Furthermore, there is correlation identified by researchers between the goal setting and encompasses all aspects of building organisations with efficiency (Koppes, 2014; Locke & Latham 2015). The theory allows continuous improvement in objectives and performance.

The Higgins's Eight (8) S Model

The Higgins 8 S's Model of Strategy Implementation was developed by Higgins (2005), and is based on the Mckinsey 7 S's model, which was first introduced in 1980 by Peter and Waterman (1982). The 8 S's model of strategy implementation added strategy performance as a new factor and substituted skills with resources in the model. The aim of the model is to give insights to the management on ways to execute the strategies effectively and efficiently. Higgins (2005) avers that much time is dedicated on execution of strategies by managers who are successful (Bhatti, 2011). The elements under the 8 'S's model provides better description of the key variables that can realise effective strategy implementation. The proponents of the theory are of the view that managers must align the cross functional organisational factors with new strategy so that the selected strategy can succeed (Higgins, 2005). The 8 'S's model is split into hard and soft factors. Hard elements were noted by Mallya (2007) as easier to be defined and management can directly influence them; they include the strategy, structure and systems. Soft elements are less specific and are influenced by the organisation's culture (Mallya, (2007). However, Papulová, Gažová, Šlenker and Papula (2021) posited that the soft elements - which include the style, shared values, staff, resources and strategic performance - are as important as the hard elements if an organisation wants to achieve success.

The 8 'S's model organisational factors include; structure, system and processes, leadership style, staff, resources and shared values (Higgins, 2005). Higgins (2005) notes that with the

dynamic business environment, strategies need to be reformulated and elements adjusted to accommodate both cross functional organisational factors and new strategies. The theory helps in uncovering the causes of failure during implementation by giving a roadmap towards execution of strategies.

The 8 S's model focusses on an outcome-based approach to strategy execution process (Leibbrandt & Botha, 2014). Several studies have been successful in applying the 8 S's model of strategy implementation. Gachua and Orwa (2015), used the model to ascertain the factors affecting strategy implementation, while Sila and Gichinga (2016) used the model to establish the role of strategic leadership in strategy implementation. Kibicho (2015) also used the model to study the influence of managerial competence and resource mobilisation on strategy implementation in insurance companies in Kenya. The model was employed by Nguyen and Nguyen (2017). The theory explained the objective on strategy implementation.

Employee Motivation, Strategy Implementation and Organisational Performance

Lencho (2020) studied the effect of employee motivation on job performance at Fiche general hospital. The study employed descriptive and inferential statistics to analyse data. The sample was obtained using random sampling approach. Primary data was obtained using the questionnaires. The study findings revealed employee motivation- performance link. The findings are similar to that by Aduo-Adjei, Emmanuel and Forster (2016) who examined the relationship between motivation and work performance. The study adopted a qualitative approach and used purposive sampling method. The study used an in-depth interview to obtain data. Content analysis was used to analyse data from the interviews. The findings revealed that intrinsic and extrinsic motivating factors had significant effect on the health workers' work performance. Lubis (2020) analysed the work motivation - job satisfaction link and revealed a positive correlation. The study used questionnaires to collect data which was then analysed using multiple linear regression analysis. The results of hypothesis testing demonstrate that there was a positive and significant correlation between work motivation and agriculture instructors' performance. The Performance of agricultural instructors was positively and significantly impacted by work motivation and job satisfaction.

According to Reizer, Brender-Ilan, and Sheaffer's (2019) longitudinal research approach, the positive relationship between autonomous motivation and performance is mediated by pleasant emotions and job satisfaction. The unfavorable correlations between regulated motivation and job performance were simultaneously mediated by unpleasant feelings and a decline in job satisfaction. Using empirical data, Ocak, Aladag, Koseoglu and King (2021) examined the barriers to strategy implementation in turkey's healthcare industry by survey method. Descriptive statistics was used in the study. The findings revealed that low employee motivation and lack of consensus were among the barriers undermining strategy implementation. The study agrees with that by Wambani, Sakataka and Makokha (2017) which revealed a link between strategy implementation practices and employee performance. Descriptive research design was used while quantitative and qualitative data was collected using structured questionnaires. Further the study adopted census approach and inferential statistics was used to analyse data. In their study, Gifty, George, Babalola, and Isaac (2021) explored the connection between employee motivation and performance. The study's findings suggested that employee performance can either rise or decrease depending on incentive.

Using Arksey and O'Malley framework, Kalogiannidis (2021) reviewed the employee motivation- organisational performance link and established that to a greater extent, employee motivation is much linked to organisational performance. Using a mixed research design, Kihara's (2017) study indicated that there is a statistically significant link between performance

and strategy implementation. The research methodology was positivistic. The Dynamic Capabilities Theory formed the foundation of the study. A sample size of 115 respondents was obtained using a systematic random sampling. Bivariate correlation and regression was used in the analysis.

The relationship between strategy implementation and Performance of energy sector institutions was examined by Mudany, Letting, and Gituro (2020). From the study results, performance was greatly influenced by the attributes of strategy implementation. The institutional theory formed the foundation of the study. Cross-sectional survey design was adopted and primary data collected through structured questionnaires. The study results were limited to the Energy sectors in Kenya. This study was done on Level 4 Hospitals in Kenya. Using a quantitative and qualitative approach, Keya (2019) study indicated that strategy implementation was a predictor of strategy implementation practices. The study however was limited to Non-Governmental Organisations. Strategy implementation was used as an indicator of strategy implementation practices rather than a variable.

Using explanatory research design approach Mungai and Gathungu (2017) examined the relationship between E-government strategy implementation and Performance of the public sector in Kenya and revealed E-government strategy implementation had a positive relationship with ICT infrastructure, E-level applications and E-government institutional framework. The sample was obtained using multistage and disproportionate stratified sampling. Data was collected using interview guide and a semi structured questionnaire. The study used content analysis to analyse qualitative data. The analysis was also done using descriptive statistics and inferential statistics. The shortcoming of the study was that it considered strategy implementation as an independent variable. Augustinus and Halim (2021) study indicated that motivation and employee performance have a strong correlation and motivation positively and significantly influences employee performance. The study used questionnaires to collect data which was the analysed using quantitative and descriptive approach. Motivation was found to have significant relationship between on employee performance.

Conceptual Framework for the Study

This paper investigated the relationship between employee motivation and Performance of Level Four government hospitals in Kenya as presented in a diagrammatical form in Figure 1.

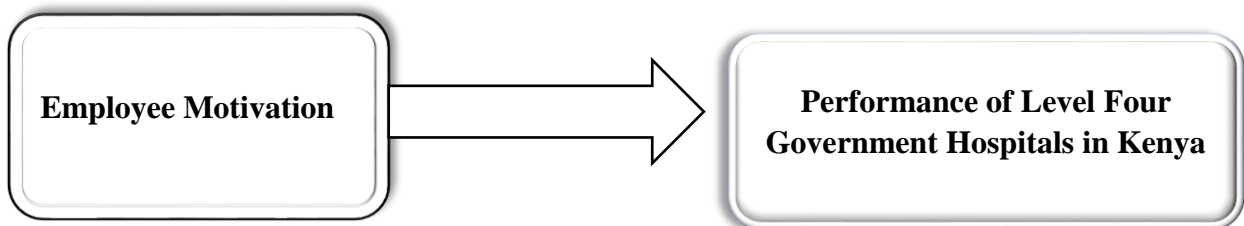


Figure 1: Conceptual Framework

Hypotheses of the Study

This paper was guided by the following hypothesis

H0₁: There is no significant relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

3.0 Research Methodology

This study adopted a mixed method approach. This study adopted mixed method largely because the philosophy is based on paradigms of quantitative and qualitative underpinnings with diverse philosophical holdings. Mixed methods approach has been advocated for by various researchers (Barnes, 2019; Fetters & Molina-Azorin, 2017; Ghiara, 2020) who suggested different paradigms that would serve as the philosophical background of the mixed research approach. The mixed method was relevant to the study as it provided both breadth and depth in understanding the relationship between strategy implementation, employee motivation and performance of Level Four hospitals in Kenya.

Population of the Study

The study target population comprised of Level Four government hospitals in Kenya as listed in the Kenya Gazette as of February 2020. According to the Ministry of Health, Level Four government hospitals are 104 and this formed the units of analysis. The Level Four government hospitals in Kenya consists of 22 county referral hospitals and 82 sub-county hospitals. These 104 Level Four government hospitals formed the target population for the study.

Sampling Design

The sampling frame for this study was the list of all Level Four government hospitals in Kenya. There are 22 county referral hospitals and 82 sub-county hospitals. Using proportionate sampling procedure recommended by Mugenda and Mugenda (2003), a sample size of 82 Level Four Hospitals were selected.

Data Collection and Analysis

Primary data was obtained through structured and unstructured questionnaires. All the questions were in a structured and unstructured format based on the research objectives. The study was quantitative and qualitative in nature. Primary data was obtained using structured and unstructured questionnaires and interview guides which were given to the County Executive Committee Member (CECM). Secondary data was extracted from published books, newspapers, magazines, journals, online portals. Structured questions from the questionnaires were used to obtain quantitative data. Unstructured questions inform of interview schedules were used to obtain qualitative data. Structured questions give the respondents the liberty of enriching their opinions by elaborating more on the topical issue. Face validity and Content validity was employed in the study to measure validity. To achieve reliability, inter-rater reliability.

Data Analysis

Inferential and descriptive statistics were employed in analysing quantitative data. Qualitative data from unstructured questions were analysed using conceptual content analysis. Interviews from the Senior Health Officers (SHOs) was recorded and transcribed. Qualitative data was thematically analyzed and reported in verbatim form. Pearson's product-moment correlation coefficient (r) was used for testing the hypothesis to show the strength of the linear relationships between the variables in the regression. The relationships between strategy implementation, employee motivation, the independent variable(s) and organisational performance, the dependent variable was tested through regression analysis.

4.0 Results and Findings

Response Rate

The researcher distributed 328 questionnaires, out of which 267 responded positively by filling and returning the questionnaires. This represented an overall positive response rate of 81.4%. The remaining 18.6% were unresponsive even after several follow-ups and reminders.

Table 1: Response Rate

Category	Administered Questionnaires	Response Rate
Returned	267	81.4%
Unreturned	61	18.6%
Total	328	100%

Results in Table above show that 267 respondents successfully filled and returned their questionnaires translating to 81.4% response rate. According to Mugenda and Mugenda (2003) and Kothari and Garg (2014), a descriptive study can be considered sufficient if the response rate is greater than 50%. Babbie (2004) places return rates of 60% or above as good, and return rates of 70% or higher as very good. Thus, 81.4% was considered very good for the study.

Descriptive Statistics

Employee Motivation

The objective of the study was to establish the relationship between employee motivation and Performance of Level Four government hospitals in Kenya. The descriptive present the results for employee motivation depicted in Table below.

Table 2: Descriptive Statistics for Employee Motivation

	Statistics
Employee Motivation	
N	267
Mean	3.6024
Median	3.6667
Mode	3.61 ^a
Std. Deviation	.66557
Skewness	-1.030
Kurtosis	-.863

The results from the Table above shows the descriptive statistics that indicates central tendency and dispersion of all the measures of employee motivation. The total number of respondents in each measured was 267. Distribution of data was measured using skewness and kurtosis whereas central tenancy was measured using mean, median and mode. The standard deviation was used to measure dispersion. Assumptions about normality are tested using the measurements of kurtosis and skewness (Kline, 2005). According to Bai and Ng (2005), the distribution is considered severely skewed if the skewness is less than -1 or greater than 1, moderately skewed if the skewness is between -1 and -0.5 or between 0.5 and 1, and roughly symmetric if the skewness is between -0.5 and 0.5.

The results show that employee motivation had a mean of 3.60, median of 3.67 and mode of 3.61. This implied that the mean of 3.60 implied that majority were agreeing with the statement

on employee motivation. The standard deviation of 0.67 showed that the members of the group differed from the mean value of 3.60 for the group in the observation. Skewness for employee motivation was -1.03. Since the values were between -0.5 and 0.5, we thus conclude that the distribution is approximately symmetric. Kurtosis results showed that employee motivation had -0.86. Thus, we conclude that the values were platykurtic since they are less than 3 and thus had a broad tail distribution and no outliers.

Strategy Implementation

The objective of the study was to determine the mediating effect of strategy implementation on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya. The descriptive results for strategy implementation are shown in Table 3.

Table 3: Descriptive Statistics for Strategy Implementation

	Statistics
Strategy Implementation	
N	267
Mean	3.5620
Median	3.5500
Mode	3.20
Std. Deviation	.55572
Skewness	-1.037
Kurtosis	1.382

The results from the Table 3 shows the descriptive statistics that indicates central tendency and dispersion of all the measures of strategy implementation. The total number of respondents in each measured was 267. Distribution of data was measured using skewness and kurtosis whereas central tenancy was measured using mean, median and mode. The standard deviation was used to measure dispersion. The distribution is considered severely skewed if the skewness is less than -1 or greater than 1, moderately skewed if the skewness is between -1 and -0.5 or between 0.5 and 1, and roughly symmetric if the skewness is between -0.5 and 0.5 (Bai & Ng, 2005).

The results show that strategy implementation had a mean of 3.56, median of 3.55 and mode of 3.20. This implied that the mean of 3.56 implied that majority were agreeing with the statement on strategy implementation. The standard deviation of 0.56 showed that the members of the group differed from the mean value of 3.56 for the group in the observation. Skewness for strategy implementation was -1.03. Since the values were between -0.5 and 0.5, we thus conclude that the distribution is approximately symmetric. Kurtosis results showed that strategy implementation had 1.38. Thus, we conclude that the values were platykurtic since they are less than 3 and thus had a broad tail distribution and no outliers.

Performance of Level Four Government Hospitals

Descriptive statistics were conducted on Performance of Level Four government hospitals in Kenya. The descriptive present the results for Performance of Level Four government hospitals as shown in Table 4.

Table 4: Descriptive Statistics for Performance of Level Four Government Hospitals

	Statistics
Organisational Performance	
N	267
Mean	3.3629
Median	3.3725
Mode	3.06 ^a
Std. Deviation	.51867
Skewness	-2.162
Kurtosis	1.304

The results from the Table 4 shows the descriptive statistics for Performance of Level Four government hospitals. The total number of respondents in each measured was 267. Distribution of data was measured using skewness and kurtosis whereas central tenancy was measured using mean, median and mode. The standard deviation was used to measure dispersion.

The descriptive results indicate that Performance of Level Four government hospitals had a mean of 3.36, median of 3.37 and mode of 3.06. This implied that the mean of 3.36 implied that majority were agreeing on the statements on Performance of Level Four government hospitals. The standard deviation of 0.52 showed that the members of the group differed from the mean value of 3.36 for the group in the observation. The standard deviation of 0.52 further implies that the data points tend to be very close to the mean of the data and a high standard deviation implies that the data points are spread over a wide range of the values. Skewness for Performance of Level Four government hospitals was -2.16. Since the values were between -0.5 and 0.5, we thus conclude that the distribution is approximately symmetric. Kurtosis results showed that Performance of Level Four government hospitals had 1.30. Thus, we conclude that the values were platykurtic since they are less than 3 and thus had a broad tail distribution and no outliers.

Hypotheses Testing

Employee Motivation and Performance of Level Four Government Hospitals

The objective of the study was to establish the relationship between employee motivation and Performance of Level Four government hospitals in Kenya. A simple regression model was used to test the statistical significance of the independent variable (employee motivation) on the dependent variable (organisational performance) in Level Four government hospitals in Kenya. The hypothesis was stated in the null form that there is no significant relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

The hypothesis was tested by regressing employee motivation and organisational performance guided by the equation $OP = \alpha_0 + \beta_0EM + \epsilon$

Where OP = Performance of Level Four government hospitals in Kenya, EM = employee motivation

Table 5: Model Summary for Employee Motivations

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853 ^a	.727	.726	.38256

As presented in the Table 5, the coefficient of determination R Square is 0.727. The model indicates that employee motivations explain 72.7% of the variation in Performance of Level Four government hospitals. This implies that there exists a significant relationship between employee motivations and Performance of Level Four government hospitals in Kenya.

Table 6: ANOVA

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	103.231	1	103.231	705.356	.000 ^b
	Residual	38.784	265	.146		
	Total	142.015	266			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Employee Motivation

The Analysis of Variance (ANOVA) results are shown in Table 26. Analysis of Variance consists of calculations that provide information about levels of variability within a regression model and form a basis for tests of significance. This was conducted using SPSS by using average mean score of employee motivations and Performance of Level Four government hospitals. The results in Table 28 indicate that $F\text{-Calculated}(1, 265) = 705.356$, $p < 0.05$. F calculated was greater than $F\text{-Critical}(1, 265) = 3.84$ at 95% confidence level. Therefore, the results confirm that the regression model of employee motivations on Performance of Level Four government hospitals is significant and valid in overall.

Mediating Effect of Strategy Implementation

The second objective of the study was to examine the mediating effect of strategy implementation on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya. The second hypothesis was stated in the null form that there is no significant mediating role of strategy implementation on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya. The four-step technique of Baron and Kenny (1986) was utilised to evaluate the hypothesis using regression analysis. The following four conditions must be met for mediation to be confirmed. In the absence of the mediating variable, the independent variable must be significantly connected to the dependent variable.

The independent variable must be significantly related to the mediating variable in the second condition. The third condition is that the mediating variable must be significantly related to the dependent variable, and the fourth condition is that when the mediating variable's effect on the

dependent variable is controlled, the independent variable's effect on the dependent variable should not be significant.

As a result, the first phase was regressing employee motivation to organisational performance. If step one delivers statistically significant results, the method proceeds on to step two. The process ends if step one does not produce meaningful results. It would be concluded that strategy implementation does not moderate the relationship between employee motivation and organisational performance in such a scenario.

Employee motivation was regressed against strategy implementation in the second step. If the results are significant, the process continues to step 3 since the conditions for a mediating effect have been met. A simple linear regression model is used to examine the impact of strategy implementation on organisational performance in step three. In order to test for the mediating impact, there must be a statistically significant influence of strategy implementation on organisational performance.

Finally, step four looked at the impact of employee motivation on organisational performance while taking into account the impact of strategy implementation. Simple linear regression analysis was used to conduct these tests. When strategy implementation is controlled, the impact of employee motivation on organisational performance should be statistically significant. This is a requirement when looking for a mediating impact. Tables 7, 8, 9 and 10 respectively shows the outcomes of the four steps.

Step One: Employee motivation was regressed against organisational performance. The results are presented in Table 7.

Table 7: Regression Results from the Test of the Effect of EM on OP

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853 ^a	.727	.726	.38256

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	103.231	1	103.231	705.356	.000 ^b
	Residual	38.784	265	.146		
	Total	142.015	266			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Employee Motivation

Coefficients^a

Model		Unstandardised Coefficients		Standardised Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	.639	.096			6.639	.000
	Employee Motivation	.804	.030	.853		26.559	.000

a. Dependent Variable: Organisational Performance

Table 30 reveals a statistically significant and positive relationship ($R=.853$) between employee motivation and organisational performance. Employee motivation explains 72.7 percent of organisational performance, according to the coefficient of determination ($R^2=.727$). The model is statistically significant since the F-value is 705.356 and the p-value is 0.00, which is less than the level of significance of 0.05. The findings confirmed the first stage in determining whether strategy implementation has a mediating effect on the relationship between employee motivation and organisational performance. The mediating testing then proceeded to step two that involved testing the influence of employee motivation on strategy implementation. The results of the tests are presented in table 8.

Table 8: Regression Results from the Test of the Effect EM on SI

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.756 ^a	.572	.570	.50460

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	90.075	1	90.075	353.767	.000 ^b
	Residual	67.474	265	.255		
	Total	157.549	266			

a. Dependent Variable: Strategy Implementation

b. Predictors: (Constant), Employee Motivation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	.997	.127		7.853	.000
	Employee Motivation	.751	.040	.756	18.809	.000

a. Dependent Variable: Strategy Implementation

The results in Table 8 show a positive and statistically significant link between employee motivation and strategy implementation ($R =.756$). Furthermore, the coefficient of variation ($R^2 =.572$) revealed that employee motivation explains 57.2 percent of strategy implementation. In addition, the F-value was 353.767, with a P-value of .00, indicating that the model is statistically significant. As a result of the findings, it appears that the second phase of testing validates the process of testing the mediating effect in order to proceed to step 3. Strategy implementation was regressed against organisational performance in Step Three. The results for the step 3 are presented in Table 9.

Table 9: Regression Results from the Test of the Effect of SI on OP

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.824 ^a	.679	.678	.41448

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	96.490	1	96.490	561.666	.000 ^b
	Residual	45.525	265	.172		
	Total	142.015	266			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Strategy Implementation

Coefficients^a

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.526	.112		4.681	.000
	Strategy Implementation	.783	.033	.824	23.699	.000

a. Dependent Variable: Organisational Performance

Table 9 shows that strategy implementation has a substantial association with organisational performance ($R = .824$), with strategy implementation accounting for 67.9 percent of organisational performance ($R^2 = .679$) and the remaining percent explained by factors not included in the model. The model's analysis yielded an F-value of 561.666 and a P-value of 0.00, both of which are less than the 0.05 level of significance, indicating that the model is statistically significant. As a result, the criteria in the third stage of testing for a mediating effect was satisfied, and testing for the mediating effect advanced to step 4.

Finally, step four looked at the effect of employee motivation on organisational performance while taking into account the effect of strategy implementation. Simple linear regression analysis was used to conduct these tests. If EM is not significant when SI is controlled, then there is full mediation, and if both EM and SI significantly predict OP then there exists partial mediation. The relevant results are summarised in Table 10.

Table 10: Regression Results Depicting Mediating Effect of Strategy Implementation on Employee Motivation on Organisational Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853 ^a	.727	.726	.38256
2	.896 ^b	.802	.801	.32617

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	103.231	1	103.231	705.356	.000 ^b
	Residual	38.784	265	.146		
	Total	142.015	266			
2	Regression	113.929	2	56.965	535.454	.000 ^c
	Residual	28.086	264	.106		
	Total	142.015	266			

a. Predictors: (Constant), Strategy Implementation, Employee Motivation
b. Predictors: (Constant), Strategy Implementation, Employee Motivation, Strategy Implementation-employee motivation
c. Dependent Variable: Organisational Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.639	.096		6.639	.000
	Employee Motivation	.804	.030	.853	26.559	.000
2	(Constant)	.242	.091		2.657	.008
	Employee Motivation	.505	.039	.535	12.803	.000
	Strategy Implementation	.398	.040	.419	10.028	.000

a. Dependent Variable: Organisational Performance

The results in Table 10 shows that when strategy implementation is controlled employee motivation is statistically significant (p-value=0.000 which is less than 0.05 threshold at 95% confidence level).

At model 2, strategy implementation adds significantly to the organisational performance as the variation increased from coefficient of 0.727 to 0.802 and p-value=.000. The results further reveal that the variance explained by strategy implementation is significant and the significance was reduced from F=705.356 in the first model to (F=535.454) in the second model. The

hypothesis that strategy implementation mediates the relationship between employee motivation and organisational performance was therefore accepted due to the partial mediation effect observed.

This objective was guided by the following model; $OP = \alpha + \beta_1EM + \beta_2SI$

Where-; OP = Organisational performance

EM = Employee Motivation

SI = Strategy Implementation (Meditator variable controlled)

- ϵ = Error term

β = the beta coefficients of independent variables

After the regression analysis the model became $Y = .242 + .505EM + .398SI$

Table 11: Regression Coefficients for EM and OP

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.639	.096		6.639	.000
	Employee Motivation	.804	.030	.853	26.559	.000

a. Dependent Variable: Organisational Performance

The fitted model from the result in Table 29 was;

$$OP = 0.639 + 0.804EM$$

This implies that a unit increase in Employee motivation will increase Performance of Level Four government hospitals by 0.804 units other factors held constant. H_{01} states that employee motivation has no significant relationship with Performance of Level Four government hospitals in Kenya. Since, the $p < 0.05$, the study rejected the null hypothesis and confirmed that employee motivation has a significant relationship with Performance of Level Four government hospitals in Kenya.

5.0 Conclusion

Employee Motivation

The objective of the study was to establish the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

A simple regression model was used to test the statistical significance of the independent variable (employee motivation) on the dependent variable (organisational performance) in Level Four government hospitals in Kenya. The hypothesis stated in the null form that; H_{02} : There is no significant relationship between employee motivation and Performance of Level Four government hospitals in Kenya. The findings indicated that when employee motivation is held constant, organisational performance remains at 0.639. At the same time, a unit increase in employee motivation will increase Performance of Level Four government hospitals in Kenya by the rate of 0.804. Since, the p value $0.000 < 0.05$ is less than the critical value 0.05,

the null hypothesis was rejected that there is no significant relationship between employee motivation and Performance of Level Four government hospitals in Kenya. The study concluded that employee motivation has a significant relationship with Performance of Level Four government hospitals in Kenya. Ochola (2018) did a review on influence of employee motivation on organisational performance and concluded that motivation of employee can significantly affect Performance of an organisation. The study results concur with that by Bhatnagar (2014) examined motivation-job satisfaction link among primary health workers and the study findings showed that individuals characteristics, leadership and organisational structures influences the motivation and job satisfaction of health workers.

The motivation elements were found to have a positive and significant relationship with employees' performance. The organisation's employees appear to be only somewhat happy with their salaries right now. This can imply that the workers seek a raise because their pay don't match their expectations. Managers should consider this issue since, when it is addressed, it can increase employees' motivation and productivity. The fairness of the pay in relation to the work that is performed is another area where the employees are not expressing great satisfaction. They claim that given the work they do; they anticipate receiving a better income. Even while some workers felt that their pay were fair, the majority of workers think that the system is unfair. If the salary was raised, it may serve as a good motivator. When some employees make more money than other employees while performing the same activities, it is incredibly demoralising.

Compensation plans were created to inspire, recruit, reward, and keep workers. Management must carefully consider how to compensate their staff while maintaining their motivation in order to avoid overly expensive compensation packages. It's crucial to give employees the impression that management values them and is interested in their welfare. In the past, compensation schemes aimed to increase internal equity in payroll systems. As the economy and business conditions of a firm change quickly on a regular basis, there is no one-size-fits-all method to compensating the workforce. Due to this, it is crucial that all businesses pay close attention to their compensation policies.

Programs for compensating must be internally equitable, outwardly competitive, and internally and externally inspiring. Three key considerations must be made about compensation: it must be fair to the work force a person has provided, competitive in relation to market rates in the business world, and the amount must inspire the employee to perform as well as feasible. Unfortunately, the first two sometimes overlap since some employees receive lower pay than others or lower pay other than the going rate for the labor market.

Although widely desired, individual compensation is more easily spoken than accomplished. People frequently interpret their personal compensation in ways that differ from how the organisation's management does. Programs for determining compensation cover everything that has to do with how much money employees receive in rewards.

The subject of incentives receives a lot of attention since they have a significant impact on employee productivity, especially when it comes to employing qualified employees who can effectively accomplish the institution's goals. The need for employees to be recognised and compensated for their accomplishments underlies the value of rewards. In actuality, satisfying someone's internal needs requires rewarding them for their efforts by providing rewards (Anwar & Surarchith, 2015). Without an incentive structure that supports their internal incentives and encourages them to work extremely hard, their individual abilities alone would not allow them to operate at a high level of efficiency (Chandrawaty & Widodo, 2020). As a result, researchers have put a lot of effort into creating a thorough description of how to raise

employee professionalism, how the administration chooses active people, and how to connect the institutional aims with the personal aspirations of individuals to increase performance (Anwar, 2017). It is reasonable to believe that successful businesses use an active compensation system that can shape employee productivity in a way that encourages them to put in more effort and meet the institution's goals. Additionally, it goes without saying that motivating employees will help them deal with many of their working challenges. On the other hand, the administrator must make an honest and sincere attempt to build trust and a climate of peace, security, and respect if he wants to be inspiring.

Mediating effect of Strategy Implementation

The second objective of the study was to examine the mediating effect of strategy implementation on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya. Implementing a strategy effectively requires coming up with internal action plans, creating effective strategies to boost organisational performance, achieving clarity of future direction, allocating teamwork and expertise based on resources, dealing effectively with organisational changes and uncertainties in the external environment, processes, and people, and making the right decisions and setting priorities. The implementation process includes all administrative tasks, such as management evaluation, incentives, rewards, and control procedures. Allocating resources, establishing strategic leadership, communicating, monitoring, and controlling are all parts of putting planned strategies into practice. A key component of implementing a strategy is communicating it. Depending on the organisation, this communication may be internal or external. Additionally, when implementing a strategy, consideration is given to the use of resources such as money and people in order to effectively achieve the goals that have been specified (Somi, 2017).

The second hypothesis stated in the null form that there is no significant mediating effect of strategy implementation on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya. The mediating effect of strategy implementation was assessed, and results explained using coefficient of determination (R-Square), Analysis of Variance (ANOVA) and the regression coefficients. The mediating effect of strategy implementation on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya was further analysed in 4 steps. Steps 1-3 were used to establish that zero-order relationship existed among the variables. Situations where one or more of the relations is non – significant depicts no possibility of mediation (Baron & Kenny, 1986). If there are significant relationships from step 1 through 3, one proceeds to step 4 where mediation is supported if the effect of employee motivation (EM) remains significant after controlling strategy implementation (SI). If strategy implementation (SI) is not significant when employee motivation (EM) is controlled, there is full mediation, and if both employee motivation and strategy implementation (SI) significantly predict organisational performance (OP), there is partial mediation. Thus, step 1, 2 and 3 were met as the P-value were below 0.05. However, in step 4 the p value for Employee motivation was below 0.05. Therefore, this indicate that there exists a partial mediation effect on the mediating role of strategy implementation on the relationship between employee motivation and organisational performance.

The findings are consistent with Lencho (2020) who studied the effect of employee motivation on job performance at Fiche general hospital. The study employed descriptive and inferential statistics to analyse data. The sample was obtained using random sampling approach. Primary data was obtained using the questionnaires. The study findings revealed employee motivation-performance link. The findings are similar to that by Aduo-Adjei, Emmanuel and Forster (2016) who examined the relationship between motivation and work performance. The study

adopted a qualitative approach and used purposive sampling method. The study used an in-depth interview to obtain data. Content analysis was used to analyse data from the interviews. The findings revealed that intrinsic and extrinsic motivating factors had significant effect on the health workers' work performance.

Using empirical data, Ocak, Aladag, Koseoglu and King (2021) examined the barriers to strategy implementation in turkey's healthcare industry by survey method. Descriptive statistics was used in the study. The findings revealed that low employee motivation and lack of consensus were among the barriers undermining strategy implementation. The study agrees with that by Wambani, Sakataka and Makokha (2017) which revealed a link between strategy implementation practices and employee performance. Descriptive research design was used while quantitative and qualitative data was collected using structured questionnaires. Further the study adopted census approach and inferential statistics was used to analyse data.

Using a mixed research design, Kihara (2017) study found that there was a statistically significant relationship between strategy implementation and performance. A positivistic research philosophy was employed. The study was guided by the Dynamic Capabilities Theory. A sample size of 115 respondents was obtained using A systematic random sampling. Bivariate correlation and regression was used in the analysis.

Mudany, Letting, and Gituro (2020) studied the relationship between strategy implementation and performance of energy sector institutions. Performance was greatly influenced by the attributes of strategy implementation. The institutional theory formed the foundation of the study. Cross-sectional survey design was adopted and primary data collected through structured questionnaires. Using a quantitative and qualitative approach, Keya (2019) study indicated that strategy implementation was a predictor of strategy implementation practices. The study however was limited to Non-Governmental Organisations. Strategy implementation was used as an indicator of strategy implementation practices rather than a variable.

6.0 Recommendations on Policy, Practice and Theory

Recommendations on Policy

The study has examined ways by which employee motivation affects Performance of Level Four government hospitals in Kenya. Also, the study examined the mediating effect of strategy implementation and moderating effect of stakeholder engagement on the relationship between employee motivation and Performance of Level Four government hospitals.

The empirical data generated will be useful to the government and other sectors in formulating policies aimed at improving employee motivation and performance, employee motivation towards better performance. The study will provide more insights on how the government can best deal with challenges of delay in funds disbursement, frequent strikes over salaries by health personnel, lack of drugs, personal protective equipment (PPEs) and lack of motivation by coming up with structures that consider the welfare and wellbeing of the employees working in the health sector. The study gives insights to the government on how to stimulate employees' potentials by motivating them and by improving work conditions.

The study recommends the organisation to match performance with strategic objectives and strategy with structure. According to the study, success in implementing a strategy will be ensured through open communication and regular feedback loops with employees. It is necessary to develop a system that permits and invites inquiries and comments from staff members regarding well designed strategy. Employees should be informed about the anticipated changes, the reasons behind the changes, new responsibilities, the ways in which they will be directly and indirectly impacted, new activities, and concerns about job security. The study suggests that throughout strategy implementation, all personnel should have their

roles and duties well defined. Cross-functional relationships should be encouraged. Power disputes and regressive or retrogressive organisational politics will also be reduced as a result. According to the study, successful strategy implementation requires cultural strategy compatibility that fosters top-down, bottom-up dialogue and idea sharing between management and employees. The rational approach to strategy implementation, which separates strategy creation from implementation, should not be used by the firms.

Recommendations on Practice

The study showed that each of the tested variables had an effect on Performance of Level Four government hospitals either individually or jointly. The findings suggested that employee motivation in Performance of Level Four government hospitals increases the productivity thereby enhancing organisational performance. Organisation goals are achieved by employees whose achievements and motivation are driven by the rewards and the incentives. Employees are motivated to use their creativity in delivering their tasks and increasing their productivity levels. The organisational commitment and the productivity of the employees are propelled by the motivation of the employees hence the study advocates for employee motivation to be enhanced in Performance of Level Four government hospitals to harness performance.

Employees do make a significant contribution to the growth and success of the firm. It implies that empowering people is a means to achieving employee motivation. It shows how much employees participate in decision-making, whether there is a relationship between them and the organisation, and whether they have authority over the task they are working on. High levels of employee engagement indicate more motivated and satisfied workers. Therefore, involving employees in meetings and discussions and showing them that their ideas and contributions are valued are some ways to boost motivation.

Other methods include giving employees time and opportunities to experience the organisation structure and to align with it; giving them more responsibility for the tasks they are in charge of; and giving them the freedom to choose and decide how to complete those tasks. Daily repetition of the same duties also contributes to demotivation, boredom, and a lack of excitement. Therefore, job rotation is recommended in the organisation in order to maintain employee interest and job happiness.

It is essential to include proper training programs and feedback systems in order to improve the working environment, procedures, and quality as well as to give employees the information and skills they need to execute their jobs. Proper appreciation for efforts made, as well as chances for advancement and promotion, are also regarded as a successful way to satisfy motivation. The use of an appropriate management style and effective communication at all levels of the organisation are additional factors that help employees feel more motivated. Researchers contend that various personalities respond to motivational variables in employees in different ways. Employee performance varies depending on whether a person is more intrinsically motivated or more extrinsically motivated. It is widely acknowledged that a worker's performance is influenced by personal traits such as personality, skills, knowledge, experience, and abilities. These distinctions must be taken into consideration by managers when selecting and inspiring workers. Managers need to exercise caution while evaluating the Performance of their workforce.

In the majority of organisations, supervisory evaluations are used to gauge employee performance; nevertheless, these ratings are very arbitrary. Although few, objective metrics do exist. As a result, it could be challenging for managers to gauge the success of their efforts to encourage staff to perform. According to the study, the organisation should designate a strategic management operation office to oversee all activities. It also suggests raising

awareness of the organisation's goal and vision statements. In order to improve performance, it is also advised that the organisation encourage participative fast appraisal, planning, and implementation of activities inside the organisation. In order to identify gaps in the strategy implementation process, build means for bridging such gaps, and foster employee ownership of the strategic plan, the researcher further advises more participation of internal and external stakeholders in the strategic planning process.

Implication for Theory

The study has reviewed expansive literature on Performance of Level Four government hospitals. Empirical studies already undertaken have paid little attention on the interactions between employee motivation, strategy implementation, stakeholder engagement and Performance of Level Four government hospitals. Not so much focus has been made on the employee motivation and Performance of Level Four government hospitals and hence the rationale for this study. This research attempted to address contextual gaps that relate to employee motivation, strategy implementation, stakeholder engagement and Performance of Level Four government hospitals.

The study found that employee motivation had a positive effect on Performance of Level Four government hospitals in Kenya. The findings in the study concurs with goal setting theory which suggest that employee should be rewarded once the set goals have been achieved. Goal setting theory explain motivation adequately by what mobilises or energises human behaviour, what directs behaviour toward the accomplishment of some objective and how such behaviour is sustained over time towards realisation of organisational objectives. The objective of operational goals is to help the organisation measure performance and effectiveness. Furthermore, there is correlation identified by researchers between the goal setting and encompasses all aspects of building organisations with efficiency. The theory also allows continuous improvement in objectives and performance and in order to obtain collective performance, there is need for employee motivation.

The implications of this study on The Higgins's Eight (8) S Model is also important as it focusses on giving insights to the management on ways to execute the strategies effectively and efficiently. Much time is dedicated on execution of strategies by managers who are successful. The elements under the 8 'S's model provides better description of the key variables that can realise effective strategy implementation. The proponents of the theory are of the view that managers must align the cross functional organisational factors with new strategy so that the selected strategy can succeed. The 8 'S's model is split into hard and soft factors whereby; Hard elements are easier to be defined and management can directly influence them. They include the strategy, structure and systems. Soft elements are less specific and are influenced by the organisation's culture and they include; the style, shared values, staff, resources and strategic performance. Both elements are important in achieving organisational success.

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