

Research Article

# Influence of Organizational Structure on Implementation of Strategic Plans in Healthcare Organisations: A Case of Embu Level Five Hospital

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**Abstract:** Effective management of a business requires the ability to adapt to changes in the internal and external environment. Strategic planning is crucial for organizational success as it involves actively identifying and adapting to changes. However, in Kenya, the public sector, particularly county governments, has struggled to fully implement their strategies, leading to unfulfilled promises to citizens. In the healthcare sector, the operational environment of county governments may not align with that of healthcare organizations, necessitating a specific study to understand the impact of the organizational environment on the implementation of strategic plans in healthcare organizations. This study aimed to determine how the organizational environment affected the implementation of strategic plan processes in healthcare organizations by examining the influence of organizational structure on the implementation of strategic plans in Embu Level Five Hospital. The study was anchored on Resource-Based View Theory, Contingency Theory, and Open Systems Theory. These theories provided a theoretical framework for understanding the relationship between the organizational structure and strategic plan implementation. The study used a descriptive survey research design, combining qualitative and quantitative data collection and analysis methods. The target population included the staff in the various departments at Embu level five hospital. These departments included the clinical services department, the management and the support staff. Data was collected by use of a questionnaire. Data analysis was conducted using the statistical package SPSS, version 27.0. Descriptive statistics were generated in the form of standard deviations, means, percentages, and frequency. Inferential statistics were done using logistic regression. The findings of the study revealed a general dissatisfaction with the current structure's alignment with strategic goals. Feedback on communication, collaboration, and organizational hierarchy highlighted areas for improvement to enhance strategic plan execution effectiveness. The logistic regression model further supported the significance of organizational structure in successful strategic plan implementation. The study recommended that healthcare organizations implement comprehensive training programs to needed to establish effective communication channels to foster a collaborative work environment and enhance the effectiveness of strategic plan implementation.

**Keywords:** Implementation of strategic plans, Organizational environment, Organizational structure, Healthcare organizations, Logistic regression, Communication channels.

## I. INTRODUCTION

The organizational environment in healthcare organizations encompasses internal and external factors that impact the hospitals' operations, including its leadership, culture, resources and the regulatory landscape. Implementation of strategic plans in healthcare organizations involves translating strategic goals into actionable initiatives that drive organizational performance. This process includes executing activities related to healthcare service delivery, patient care, resource allocation and staff training outlined in the hospitals' strategic plans. Successful implementation of these plans is essential for achieving organizational objectives, enhancing patient outcomes and improving overall performance.

Strategic business planning is one of the numerous acts that entrepreneurs, managers, and organizations must perform in the context of the business environment since they do not work in a vacuum. According to Kabeyi (2019), an organization's business environment determines its acceptance, profitability and satisfaction. A strategic plan outlines a company's goals but would be overlooked without strategic implementation. Furthermore, no strategy can thrive without efficient implementation and consideration of the various environmental factors.

A detailed plan or strategic choice is established through the considerable implementation of issues which frequently arise in an organization. A study by Ghanem, Smith, Johnson and Brown (2021) stated that even the best-designed plan may fail to produce improved business results if it is poorly implemented. Furthermore, they conducted an in-depth analysis of the implementation of strategy towards elevating the discussion from action checklists to conceptual underpinnings for directing



empirical research and executive action. Collis (2018) reports that most managers are better at strategy development than execution. This implies that the majority of managers are more skilled at developing strategies than putting them into practice. According to Sull (2015), brilliant planning and successful innovative product technology can offer a competitive advantage, but only outstanding implementation can guarantee a business's long-term viability.

The internal environment of a firm or organization is heavily influenced by its human resources as well as how employees carry out their tasks in line with the organization's goals (Chelladurai, 2022). Planning and management processes also offer a reasonable level of flexibility and control over the internal environment of the company. Furthermore, the management style of a business has no bearing on what its rivals do, what laws are created, or the overall health of the economy. In a study by Chege (2016), managers of a company have no control over how a business reacts to the environmental changes it operates within. Structure, constitution, and the different forms of governance that businesses and organizations employ can occasionally be an impediment to advancement (Ahmady, Mehrpour and Nikooravesh, 2016).

Furthermore, the workforce of the company bears the responsibility of accomplishing the duties required to realize the mission of the organization, which is achieved through the organization's structure. Its ability to respond to change may be facilitated or hindered by the organizational structure. In hierarchical companies, information sharing between levels of management might result in excessively slow decision-making.

Technology has advanced quickly over the last 50 years, which makes it one of the elements of the external environment that always puts a strain on the business or organization (Mullakhmetov, 2018). If companies cannot quickly adapt to new technologies, they risk losing market share to competitors. Technology advancements have the potential to alter not only the way services are rendered, but also the way products are designed. The field of taxation is one where legislative changes to the law are most evident (Barnish, Tornes, & Nelson-Horne 2017). Additionally, they emphasized that tax changes can occur suddenly one night and give little notice in some cases, but in other cases, the company has plenty of time to prepare for the change. The law also regularly changes in other areas that affect businesses, including consumer protection, workplace health and safety, industrial relations, and environmental regulation. Okumus and Roters (2017) provided support for this argument by stating that, much like legislative changes, changes in government policy may occur gradually or be widely announced and deliberated. Furthermore, one of the things that might be linked to government policy is the reliance of numerous groups on financial assistance from the state.

Various factors, including market competition, government regulations, economic and political environment, funding, and resource allocation, influence the implementation of strategic plans in hospitals. In Asia, Kim and Lee (2015) discovered that hospitals in countries with strict government regulations faced more challenges in implementing their strategic plans compared to hospitals in countries with more lenient regulations.

According to a study by Schneider (2020) hospitals in countries with stable economic and political environments were more successful in implementing their strategic plans compared to hospitals in countries with unstable environments. In Iran, Sadeghifar et al. (2017) discovered that hospitals with more funding and resources were more successful in implementing their strategic plans compared to hospitals with limited resources. These findings suggest that hospitals need to consider their specific organizational environment when developing and implementing their strategic plans. Meanwhile, in the Middle East, Al-Harbi and Saeed (2017) found that hospitals faced challenges in implementing strategic plans due to cultural and societal norms that prioritize traditional healthcare practices over modern ones.

Indris and Primiana (2015) carried out a study to find out how the analysis of the internal and external environments influenced SMEs with an Indonesian base. The study found that a company's management style may affect its productivity due to different legislative changes that affect the performance of Small and Medium-sized businesses (SMEs). Furthermore, it was found that organizational structure and managerial decision-making processes were the main reasons for the poor performance of small and medium-sized businesses. The study also proved that increasing the amount of internal and external analysis small and medium-sized businesses do can help them perform better. With the help of this study, managers will be able to identify the best strategic response to changes in the environment, provided they can comprehend their effects.

A study was conducted by Kraja and Osmani (2015) to determine how the performance of SMEs in Albania was affected by the internal and external environments. The internal factors examined comprised organizational structure, human resources and management style, while the external factors involved, selling and buying of goods online, inflation of goods and services and taxation. The modern business climate is marked by increased levels of both globalization and competition in comparison to that of the past. The core of the study was the resource-based view of SMEs, which takes into account factors like competencies and capabilities, supplier power and buying power, rivalry, the threat of replacements, and the threat of new competitors. In order to develop strategies that can produce a durable competitive advantage, companies must deepen their awareness of the competitive landscape.

A study by Nordell (2012) aimed to gain an understanding of the current process of strategic planning and how it is implemented in Japanese businesses found that it is believed that Japanese corporations hardly employ business methods that are comparable to those that are described in Western-world published works of literature. On the other hand, just because Japanese businesses may not exhibit the same kind of strategy that is common in western businesses does not necessarily imply that they do not have any strategy at all. Additionally, the research demonstrated that Japanese organizations do demonstrate clarity in their approach to strategy. Japanese culture had an effect on the process of strategic planning. Nordell (2012) concluded that the process of strategic planning in Japan varies from company to company.

Mulaa and Amooti (2012) conducted a study in Uganda to ascertain the influence of both the internal and external environment on the strategic planning process of Ugandan organizations. Internal factors examined involved resources, capabilities, organizational structure, culture, and leadership. The data was collected from a wide range of organizations, including government institutions, private companies, and organizations representing family businesses. The research results demonstrated that organizations engage in a considerable amount of strategic planning. The findings reveal that management should evaluate the extent to which external factors have an impact on organizations and take steps to mitigate any adverse effects that may result.

A study by Dominic and Theuvsen (2015) examined the strategic management practices of 229 Tanzanian agriculture companies with the goal of determining the internal and external variables influencing the use of strategic management approaches. The study's identification of internal resources comprised the firm's resources and characteristics, whereas external components encompassed input availability, public infrastructure accessibility, and external funding. Based on empirical data gathered from these companies, the study's findings demonstrated that company managers' proficiency is essential for enhancing strategic actions. Moreover, the researchers noted that a firm's resources and characteristics, such as age and size, played a vital role in determining how it would implement its strategies. Firms with larger sizes and greater ages could implement their strategies compared to those with smaller sizes and ages. However, the researchers also found that having access to better public infrastructure and input availability did not have any impact on the firms' strategic implementation practices. The only external environment factor that had an impact on the firms' strategic actions was linked to access to external funds. The management of agricultural businesses not only in African nations but also in other developing and growing economies across the globe will be significantly impacted by these findings.

According to a 2019 study by Moyo and Bonga-Bonga in South Africa, the external corporate environment—which encompasses political, economic, and regulatory factors—can provide serious obstacles to the execution of strategic initiatives. The study also discovered that internal elements like employee motivation, corporate culture, and leadership are essential to the effective execution of strategic goals. Mutuvi (2013) carried a research to determine the elements that influence non-governmental organizations (NGOs) in Nairobi's ability to carry out their strategic plans successfully. The study involved a sample of 186 NGOs operating within Nairobi County. The study's findings showed that NGOs encountered significant obstacles when attempting to implement their strategic objectives, with many of these obstacles relating to internal management style and human resources. This was because most NGOs originated from managerial practices that did not support the effective implementation of strategic goals.

In their 2018 study, David and Okeyo attempted to determine how strategic planning affected Nairobi County's organizational performance level in relation to political and economic constraints. According to the results, there was a substantial positive correlation between the county administration's performance and strategic planning. In addition, the policies and taxes had a favorable and substantial impact on the county government's performance.

The study by Kamau and Kiarie (2020) was carried out in Kenya with the intention of examining the connection between the organizational environment and the strategic plan implementation in Kenyan small and medium-sized businesses. The study's conclusions showed that the organizational environment has a big impact on how well strategic plans are implemented in Kenyan SMEs. In particular, the study discovered that SMEs in Kenya are greatly impacted by political, economic, social, and technological variables when it comes to implementing their strategic goals. The study also found that internal organizational factors, such as leadership, organizational culture, and employee engagement, significantly influence how successfully strategic plans are carried out in Kenyan SMEs. According to the study's findings, in order to improve their chances of success, SMEs in Kenya should take into account both the internal and external business environments while creating and implementing their strategic plans.

A study on the factors influencing the execution of strategies at public health institutions in Mombasa County, Kenya, was carried out by Ochola (2016). The research indicates that achieving strategic goals necessitates a number of factors, such as monitoring, organizational structure, human resources, and adequate funding. The study underlined that for strategy implementation in public health institutions to be successful, there must be sufficient resources, timely resource availability, and

personnel training in monitoring and evaluation. Ndungi (2018) carried out research on internal variables influencing how strategic plans are implemented in Kitui County's faith-based healthcare facilities. The findings showed how crucial corporate culture, structure, and HR procedures are to the effective execution of strategic initiatives. The research underscored the need to cultivate a culture of support, provide staff with training to enable them and engage all relevant parties in the planning and execution phase to ensure success. Human connections and organizational leadership were shown to be crucial elements impacting the success of strategy implementation in a study conducted by Alali (2015) on factors affecting strategy implementation at St. Monica Hospital, Kenya. The study also indicated difficulties in understanding strategy. The study highlighted the need to include improving communication, enhancing leadership commitment, and involving all stakeholders in the strategy process.

Research findings have identified specific strategy implementation-related issues in level-five hospitals. These include resource constraints, such as limited funding, inadequate staffing, and outdated infrastructure, which can hinder effective strategic plan implementation. Resistance to change from internal stakeholders, complex regulatory environments, challenges in stakeholder alignment, and difficulties in integrating technology due to financial constraints and resistance also impact strategy implementation. Furthermore, there are knowledge gaps in existing research. This includes a lack of focus on level five hospitals specifically, limited exploration of contextual factors unique to Kenyan level five hospitals, insufficient understanding of stakeholder perspectives, and a lack of comprehensive studies identifying best practices for successful strategy implementation in these hospitals.

The extant literature pertaining to the impact of organizational environment on the execution of strategic plans at level five hospitals underscores distinct obstacles, including the distribution of resources, supervision and leadership, organizational culture and architecture, and involvement of stakeholders. However, there are knowledge gaps in understanding the unique challenges of strategy implementation in this context, evaluating the effectiveness of different implementation strategies, and considering the role of external factors. The healthcare markets are not the same as markets for other economic sectors given that they have inherent features that they have inherent structural features that can make them more prone to market failures, such as they include public goods that would be undersupplied or left to the market, among others. Therefore, this study sought to fill this gap in knowledge by determining how the organizational environment affected the healthcare organizations' strategic implementation process in Embu Level Five hospital. This was done by examining the influence of organizational structure on the implementation of strategic plans in Embu Level Five Hospital. Addressing this gap was essential for developing evidence-based recommendations for improving strategic implementation in level-five hospitals.

**II. METHODOLOGY**

The study employed the Resource-Based View (RBV) Theory, Contingency Theory and Open Systems Theory. Resource-Based View (RBV) Theory emphasizes the significance of unique resources and competencies for creating a sustainable competitive advantage. It was employed to analyze how organizational structure impacted strategic plan implementation at the hospital. Contingency Theory suggests that organizational structures should align with their operating environments. This theory was used to examine how organizational structure influenced strategic plan implementation and how its alignment with the hospital's strategy and environment affects the implementation process. Open Systems Theory highlights the strong influence of external environments on organizations. In this study, Open Systems Theory was applied to analyze how the hospital interacts with its environment, such as organizational structure and how this interaction affects the implementation of strategic plans.

This study used a descriptive survey design. This design made it possible to gather and analyze both qualitative and quantitative data, which made it ideal for gaining a thorough grasp of the many elements entailed in the interaction between strategic planning and the organizational structure.

In this study, the 808 staff members of Embu Level Five Hospital comprised the target group. The sampling frame for this study consisted of 2 Departments at Embu Level Five Hospital, as presented in Table 1. The selection of clinical services, management and support staff for research was crucial. Clinical services impacted patient care directly. Management oversees strategic planning and decision-making. The roles of these departments influenced strategic plan implementation and organizational success significantly.

**Table 1: Target Population**

<b>Departments</b>	<b>Number of Staff</b>
Clinical Services	196
Management	83
<b>Total</b>	<b>279</b>

The sample size was determined using the following Slovin's formula:

$$n = \frac{N}{1 + Ne^2}, \text{ where}$$

$n$  = Sample size

$N$  = Population size

$e$  = Degree of precision at 0.05

(Tejad & Penzalan, 2012)

The estimated sample would be obtained as follows;

$$n = \frac{279}{1 + 279 \times 0.05^2} = 164$$

Study participants were selected from the target population as a whole using a stratified random sampling technique. The Embu Level Five Hospital's many departments were the target population in this case, which was composed of several subgroups or "strata"; hence, this strategy was employed. By first segmenting the population into homogeneous strata and then performing random selection within each stratum, it was feasible to obtain a more precise and representative sample of the target population as a whole.

As shown in Table 2, a table of sample sizes (proportionate stratified random sample) was produced using the following formula: (sample size/population size) × stratum size.

**Table 2: Sample Size**

Departments	Number of Staff (Population Size)	Number of Staff (Sample Size)
Clinical Services	196	115
Management	83	49
<b>Total</b>	<b>279</b>	<b>164</b>

Quantitative data for this study was gathered by use of a questionnaire. The respondents were given questionnaires to complete in order to collect data. The researcher collected data using hard copy questionnaires from respondents by physically visiting them at their station of work.

The statistical analysis of the quantitative data was conducted with SPSS version 27.0. This software was used for data modification, visualization, and interpretation. Descriptive statistics in the form of means, standard deviations, percentages, and frequencies were used to synthesize the salient features of the collected data. Based on the sample data, inferential statistics, namely logistic regression, were used to derive conclusions and inferences about the population. The categorical nature of the dependent variable in this investigation supported the choice to employ logistic regression. The direction and intensity of the correlations between the variables were determined with the use of the statistical analysis results.

$$\text{Logit } (P) = \ln\left(\frac{P}{1 - P}\right) = \beta_0 + \beta_i X_i$$

Where P is the probability of success of implementation of strategic plans

$\beta_0$  is the intercept

$\beta_i$ 's are the coefficients of the independent variables  $X_i$ 's

$X_i$ 's are the aspects of organizational structure that affect the success of the implementation of strategic plans

### III. RESULTS AND DISCUSSION

A 96% response rate was obtained for the study. This was considered to be fairly high and suggestive of a high degree of involvement from the participants. Table 3 lists the respondents' age, gender, years of experience, employment position, and level of education. These factors were taken into account when conducting this study. According to the data, 40.2% of respondents were females, and 59.8% of respondents were male. This distribution was important to consider when exploring how gender dynamics influenced the implementation of strategic plans. This would help to understand any potential differences in perspectives or approaches between male and female respondents, which is crucial in ensuring that strategic plans are effectively implemented across all genders. When it came to age-related demographics, the majority of respondents—45.7% of the sample—were between the ages of 41 and 50. This age group had the highest representation, followed by the 51-60 age range at 26.8%. The distribution across different age groups was essential since it could reflect varying levels of experience, perspectives, and adaptability to change. Older respondents could bring more experience but could also be more resistant to change, while younger respondents could be more open to embracing new technologies and strategies.

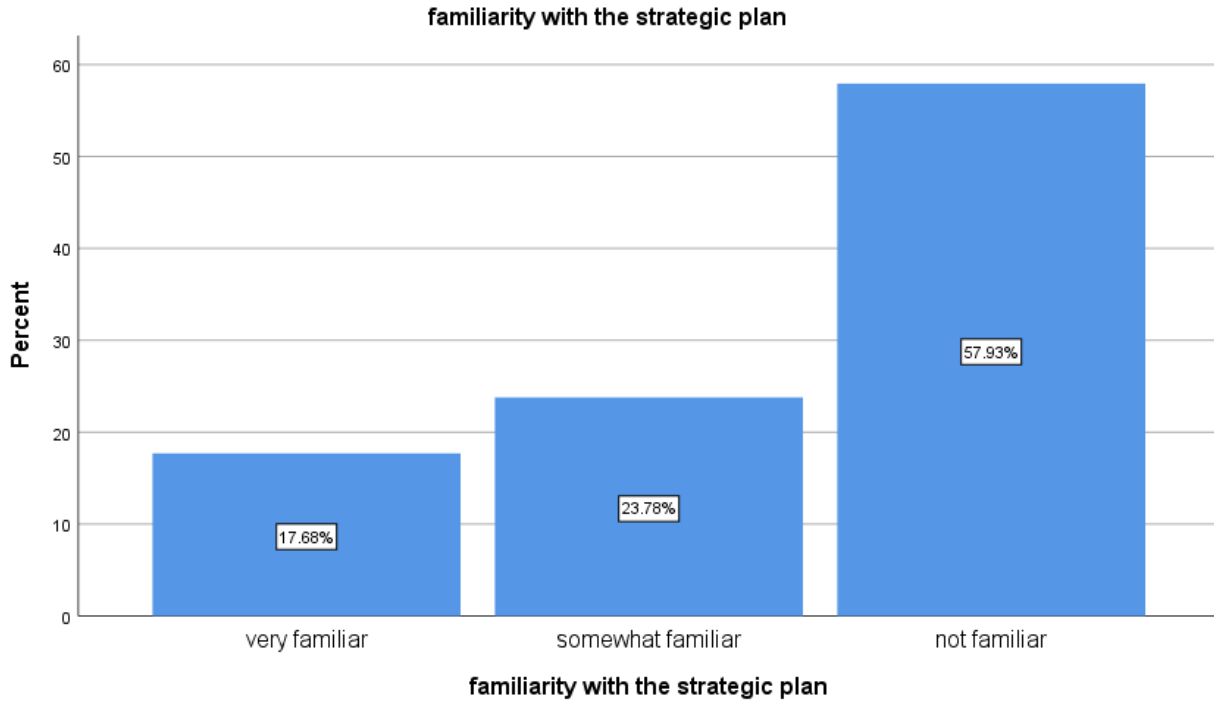
The respondents' educational backgrounds varied, with a significant portion holding a diploma (47.0%) followed by those with a bachelor's degree (32.9%), as presented in Table 3. The educational levels of the respondents were crucial as they could impact their understanding of strategic concepts, decision-making abilities, and their capacity to contribute to the successful implementation of strategic plans. The results showed a diverse representation of job positions among the respondents, with nursing staff comprising the largest group at 48.8%, followed by administrative/managerial staff (31.7%) and medical staff/doctors (18.9%). This result was important as different job positions within the hospital could have varying levels of involvement in the strategic planning process and different perspectives on the organizational environment. The distribution of respondents across different experience levels provides insights into how tenure within the organization may influence the implementation of strategic plans. The result also shows that a significant number of respondents had 11-15 years of experience (35.4%), indicating a relatively experienced workforce. The experience levels could impact the willingness to adopt new strategies and technologies, which is crucial for successful plan implementation.

**Table 3:** Demographic Characteristics of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Variable	Categories				
Gender	male	98	59.8	59.8	59.8
	female	66	40.2	40.2	100.0
Age	20-30	9	5.5	5.5	5.5
	31-40	36	22.0	22.0	27.4
	41-50	75	45.7	45.7	73.2
	51-60	44	26.8	26.8	100.0
Education attainment	diploma	77	47.0	47.0	47.0
	bachelor's degree	54	32.9	32.9	79.9
	master's degree	30	18.3	18.3	98.2
	Doctorate degree	3	1.8	1.8	100.0
Job position	administrative/managerial	52	31.7	31.7	31.7
	medical staff/doctor	31	18.9	18.9	50.6
	nursing staff	80	48.8	48.8	99.4
	Support Staff	1	.6	.6	100.0
Years of Experience	less than 1	9	5.5	5.5	5.5
	1-5years	21	12.8	12.8	18.3
	6-10years	42	25.6	25.6	43.9
	11-15 years	58	35.4	35.4	79.3
	Over 15 years	34	20.7	20.7	100.0

The results on respondents' familiarity with the strategic plans of Embu Level Five Hospital showed that a majority of respondents (57.9%) reported being not familiar with the strategic plans, while 23.8% indicated they were somewhat familiar, and 17.7% stated they were very familiar with the plans as presented in Figure 1. This variation in familiarity levels was crucial to consider when assessing the implementation of strategic plans within the hospital. A lack of familiarity among the majority of respondents suggested potential challenges in effectively executing the strategic initiatives. Without a clear understanding of the goals, objectives, and actions outlined in the strategic plans, employees may struggle to align their work with the organization's overarching strategy, leading to inefficiencies and potential roadblocks in implementation.

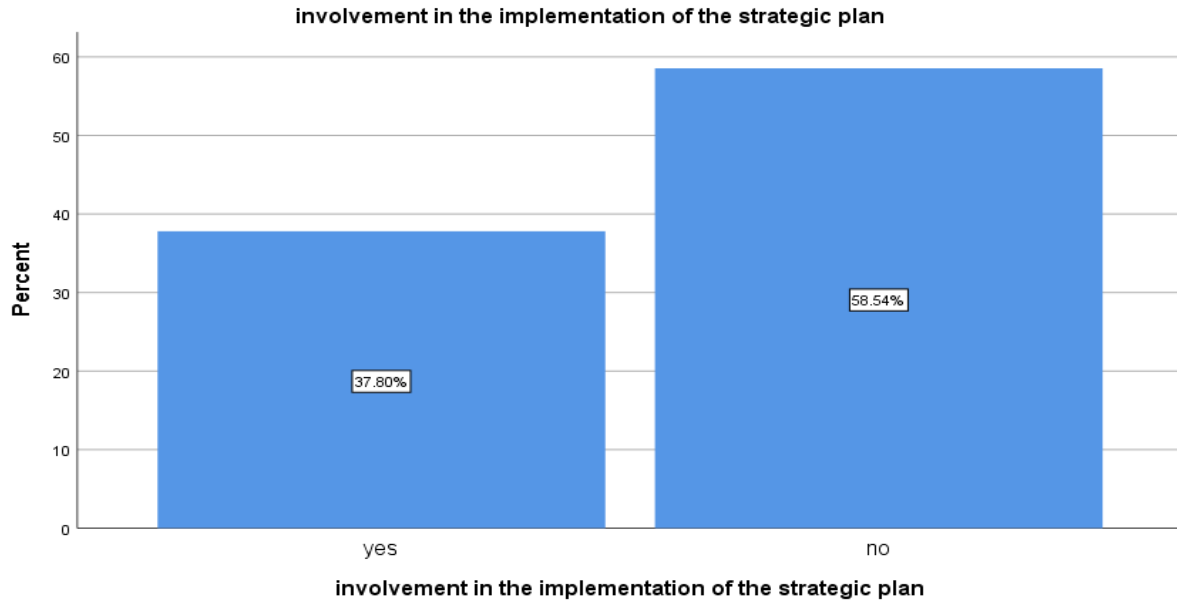
Conversely, the respondents who reported being very familiar with the strategic plans were likely to be better positioned to contribute meaningfully to the implementation process. Their in-depth understanding could facilitate effective communication, collaboration, and decision-making aligned with the strategic objectives of the hospital. To address the disparity in familiarity levels revealed by the data, it was essential for the hospital management to prioritize ongoing communication, training, and engagement initiatives aimed at enhancing employees' understanding and buy-in to the strategic plans. This could involve conducting regular training sessions, disseminating information through various channels, and providing opportunities for feedback and clarification.



**Figure 1:** Staff Familiarity with the Strategic Plans of Embu Level Five Hospital

The results on respondents' involvement in the implementation of strategic plans at Embu Level Five Hospital indicate that 37.8% of the respondents reported being involved in the implementation process, while 62.2% stated they were not involved as presented in Figure 2. This discrepancy in involvement levels had important implications for the successful execution of strategic initiatives within the hospital. Individuals who acknowledge their involvement in carrying out the strategy plans are probably going to be vital in propelling important projects through to completion, encouraging congruence with company objectives, and guaranteeing efficient departmental cooperation. Their involvement might increase the hospital's sense of ownership, accountability, and dedication to its strategic goals, which would increase the chances of effective implementation.

On the other hand, the majority of respondents who indicated not being involved in the implementation process represented a significant portion of the workforce that may have limited understanding of, or engagement with, the strategic plans. This lack of involvement could potentially lead to a disconnect between the strategic goals of the hospital and the day-to-day operations, hindering progress and impacting overall organizational performance. These findings highlight the importance of fostering a culture of active participation and engagement among employees. By providing opportunities for involvement, communication, and collaboration, the hospital can empower its workforce to contribute meaningfully to the implementation of strategic plans, address potential barriers, and drive organizational success. This can be done by promoting a culture of inclusivity, transparency, and open communication, ensuring that all employees feel valued, informed, and actively engaged in the strategic planning process. This can help maximize the effectiveness of strategic plan implementation and enhance organizational resilience in achieving its long-term objectives.



**Figure 2: Staff Involvement in the Implementation of Strategic Plans at Embu Level Five Hospital**

The results of the survey asking respondents to rate the degree of progress in the strategic plans being implemented at Embu Level Five Hospital revealed that 17.1% of respondents said the plans were being implemented on track, suggesting that the execution of important initiatives is moving in the right direction as shown in Table 4. However, a significant portion of respondents (81.7%) stated that the implementation is either slightly behind schedule (23.2%) or significantly behind schedule (58.5%), suggesting potential challenges in meeting the planned timelines. Only a small percentage (1.2%) indicated that the implementation had been completed, highlighting the ongoing nature of strategic planning and execution at the hospital. The results of respondents’ responses on the extent they thought the implementation of strategic plans had resulted in positive outcomes showed 41.5% of respondents reporting positive outcomes from the implementation of strategic plans (significantly positive outcome: 12.8%, positive outcome: 28.7%). A considerable proportion (34.1%) indicated either no change (24.4%) or negative outcomes (31.7%). A small percentage (2.4%) reported significantly negative outcomes, underscoring the importance of monitoring and evaluating the impact of strategic initiatives to drive positive organizational outcomes. Regarding the degree to which the execution of strategic plans complemented organizational objectives, a small proportion of participants (12.2%) expressed that the execution of strategic plans perfectly complemented organizational goals, signifying a strong degree of alignment between the intended endeavors and the hospital’s overarching mission and vision. In contrast, the majority of respondents (85.9%) stated that the execution is either not linked with corporate goals (26.8%) or only partially aligned (59.1%), indicating the need for strategic objectives to be clarified or realigned in order to improve organizational effectiveness.

These findings show that the hospital management needed to assess and address the factors contributing to delays in the implementation of strategic plans, such as resource constraints, communication gaps, or operational challenges. It was crucial to monitor the outcomes of strategic initiatives closely to identify areas of improvement, capitalize on successes, and mitigate negative impacts on organizational performance. Enhancing the alignment of strategic plans with organizational goals was essential for driving cohesion, focus, and accountability within the hospital, ensuring that all efforts are directed towards achieving the overarching mission and vision.

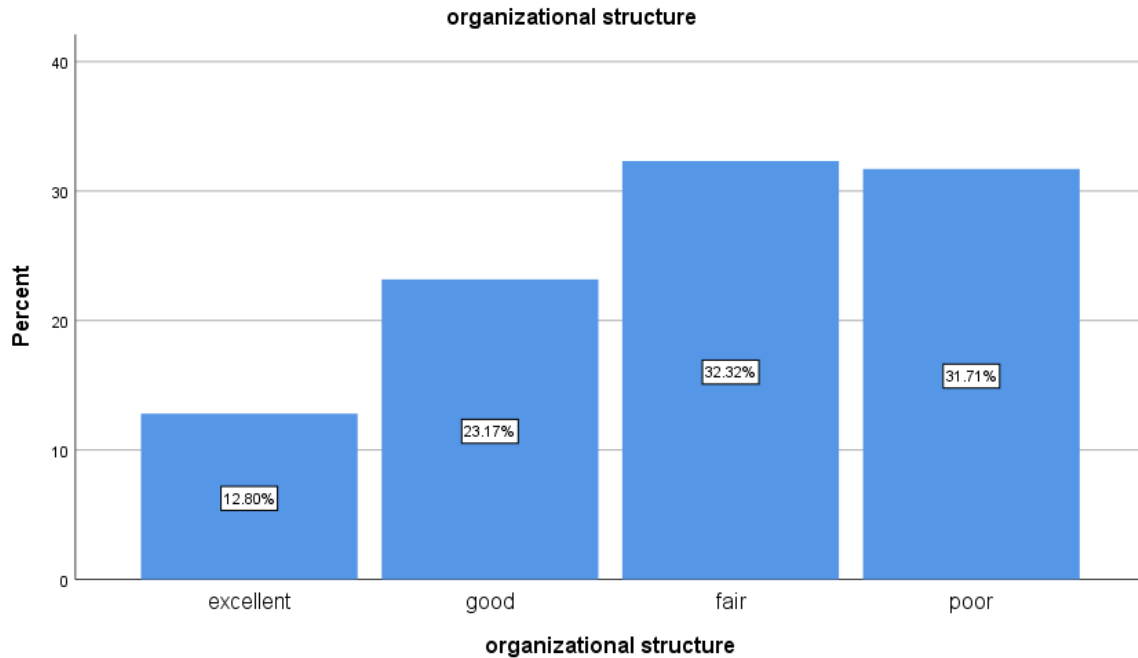
**Table 4: Implementation of the Strategic Plans at Embu Level 5 Hospital and the Alignment of the Strategic Plans with the Organization Goals**

S/N	Variable	Categories	Frequency	Percent	Valid Percent	Cumulative Percent
1.	Level of progress in implementation of strategic plans	on track	28	17.1	17.1	17.1
		slightly behind schedule	38	23.2	23.2	40.2
		significantly behind schedule	96	58.5	58.5	98.8
		completed	2	1.2	1.2	100.0



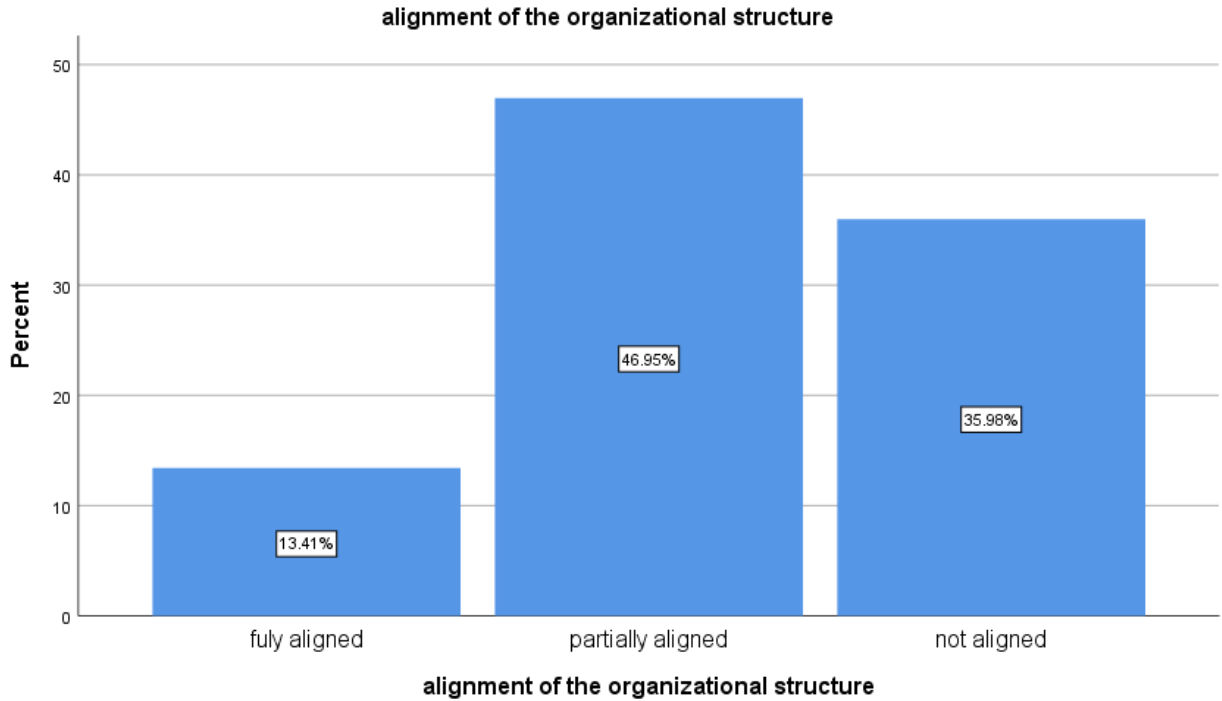
2.	Extent to which implementation of strategic plans has led to positive outcomes	significantly positive outcome	21	12.8	12.8	12.8
		positive outcome	47	28.7	28.7	41.5
		no change	40	24.4	24.4	65.9
		negative outcomes	52	31.7	31.7	97.6
		significantly negative outcomes	4	2.4	2.4	100.0
3.	Extent to which the implementation of strategic plans is aligned with organisational goals	fully aligned	20	12.2	12.2	12.2
		partially aligned	97	59.1	59.1	71.3
		not aligned	44	26.8	26.8	98.2

Figure 3 presents the results of the respondents' evaluations of the current organizational structure at Embu Level Five Hospital. The majority of respondents rated the organizational structure as fair or poor, with a combined total of 63.9% indicating some degree of dissatisfaction. Only 36% rated it as good or excellent. These results imply that respondents had serious doubts about the current organizational structure's capacity to enable the hospital's strategic initiatives to be implemented successfully. A poorly perceived organizational structure can hinder coordination, communication, decision-making, and overall effectiveness within the organization, impacting the successful execution of strategic initiatives.



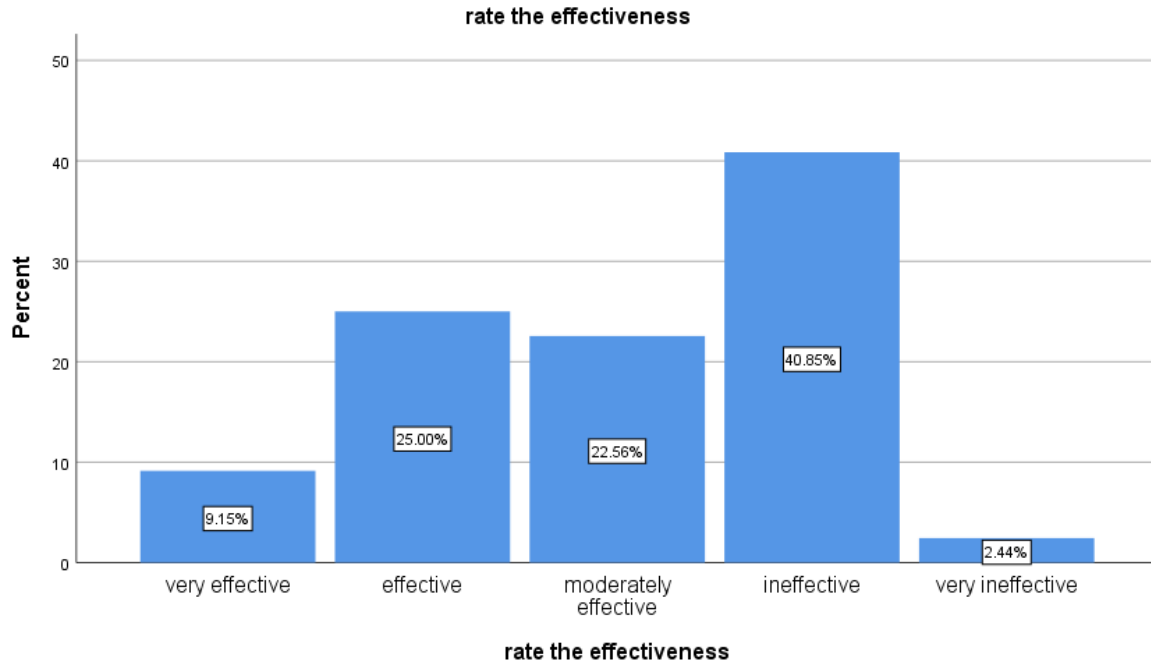
**Figure 3: Rating of the Current Organizational Structure at Embu Level Five Hospital**

The results gathered from the respondents regarding the alignment of the organizational structure with the strategic goals of Embu Level Five Hospital showed that there was a mixed perception among the participants. Out of the total 164 respondents, 13.4% believed that the organizational structure was fully aligned with the strategic goals, while a majority of 47% felt it was only partially aligned, as presented in Figure 4. Additionally, 36% of the respondents perceived that the organizational structure was not aligned at all, with a small portion, 3.7%, not providing a clear indication of alignment. These findings suggested that there was room for improvement in aligning the organizational structure of Embu Level Five Hospital with its strategic goals. The fact that less than a quarter of the respondents believed that the alignment was complete indicated a potential gap between the planned strategic goals and the actual structure of the organization. This misalignment could negatively impact the implementation of strategic plans.



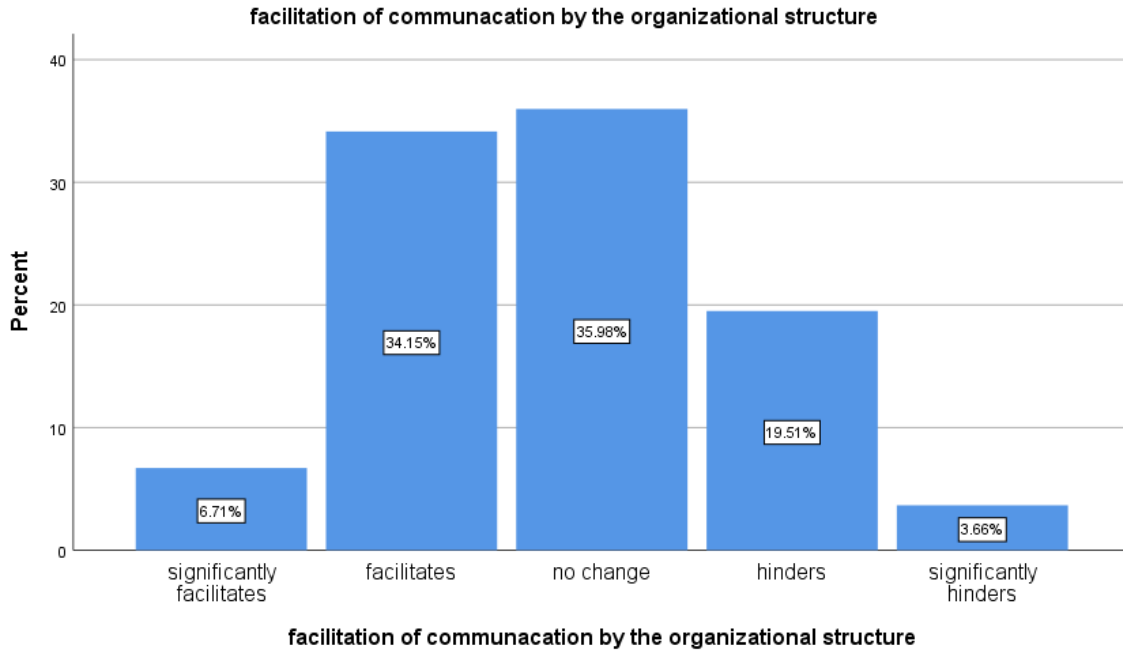
**Figure 4: Alignment of the Organizational Structure with the Strategic Goals of Embu Level Five Hospital**

The results from respondents' feedback on the effectiveness of the organizational structure in implementing strategic plans at Embu Level Five Hospital indicated a varied perception among the participants, showing that only a small portion, 9.1%, of respondents, considered the organizational structure to be very effective in supporting the implementation of strategic plans as presented in Figure 5. This suggests that there were aspects of the structure that were functioning well and facilitating the achievement of strategic objectives. However, a larger percentage, 25%, found the structure to be effective, indicating that there was room for improvement to enhance effectiveness further. On the other hand, a considerable number of respondents, 40.9%, rated the organizational structure as ineffective in supporting the implementation of strategic plans. This high percentage highlighted significant challenges within the existing structure that hinder the successful execution of strategic initiatives. Additionally, 2.4% of respondents perceived the structure as very ineffective, further emphasizing the need for structural enhancements or changes to align with the hospital's strategic goals.



**Figure 5: Effectiveness of Organizational Structure in the Implementation of Strategic Plans at Embu Level Five Hospital.**

The results of the responses regarding the facilitation of communication and collaboration by the organizational structure among staff involved in implementing strategic plans at Embu Level Five Hospital showed varying perceptions of how the organizational structure impacts communication and collaboration. Only a small percentage, 6.7%, of respondents felt that the organizational structure significantly facilitated communication among staff involved in strategic plan implementation, as presented in Figure 6. This suggested that there were aspects of the structure that are positively contributing to effective communication within the hospital. A larger portion, 34.1%, perceived the structure as facilitating communication, indicating that while there were areas of improvement, the overall structure supported communication and collaboration to a certain extent. However, a notable proportion, 19.5%, believed that the organizational structure hindered communication and collaboration among staff. This finding highlighted potential barriers or inefficiencies within the structure that impeded effective information flow and teamwork. Furthermore, 3.7% of respondents indicated that the structure significantly hindered communication and collaboration. This minority view underscored the significant challenges that some staff probably faced in terms of effective communication within the hospital's organizational framework.



**Figure 6: Influence of Organizational Structure on Communication and Collaboration among Staff Implementing Strategic Plans at Embu Level Five Hospital**

Findings regarding how respondents rated the degree of clarity in the roles and responsibilities of personnel involved in carrying out strategic plans at Embu Level Five Hospital revealed that a sizable percentage of respondents—73.8%—thought that roles within the organization were either clearly defined or somewhat so, as shown in Table 5. This suggested that most employees understood their roles and duties well, which was essential for efficient collaboration and coordination when putting strategic goals into action. The findings of the respondents' perceptions of the significance of organizational hierarchy in enabling the effective execution of strategic plans revealed that respondents' perceptions of the importance of organizational hierarchy in permitting successful implementation differed. While 42.1% considered it important or very important, a considerable number, 98.8%, believed that organizational hierarchy was not important in achieving successful implementation. Results on respondents' rating of the level of departmental coordination in ensuring the alignment of activities with the strategic plans showed that there were challenges in departmental coordination, as 34.8% of respondents reported no coordination or low coordination. This lack of alignment in activities among departments could hinder the successful execution of strategic plans.

Results on the extent the respondents perceived the formalization of procedures to impact the efficiency of implementing strategic plans showed that the majority of respondents, 82.3%, viewed formalization procedures as somewhat efficient or highly efficient in impacting the efficiency of implementing strategic plans. This suggested that established processes and structures played a significant role in enhancing organizational efficiency. Results of respondents' responses on whether the organizational hierarchy affected decision-making processes related to strategic plan implementation showed that a notable portion, 68.3%, felt that organizational hierarchy hindered decision-making processes. This perception could indicate challenges in agility and responsiveness within the hierarchy, potentially affecting the timely implementation of strategic decisions. Results on respondents' view of whether departmental coordination contributed to the successful execution of strategic plans showed that a significant number of respondents, 61%, believed that departmental coordination minimally impacts or deterred the success of strategic plans. This highlighted the need for improved coordination and collaboration among departments to enhance the execution of strategic initiatives. These findings suggest that while certain aspects of the organizational structure were perceived positively, there were areas such as departmental coordination and decision-making processes that required attention and improvement to ensure the successful implementation of strategic plans.

**Table 5:** Effect of Organizational Structure on Implementation of Strategic Plans

S/N	Variable	Categories	Frequency	Percent	Valid Percent	Cumulative Percent
1.	Level of clarity in roles	very clear	19	11.6	11.6	11.6
		clear	51	31.1	31.1	42.7
		moderately clear	51	31.1	31.1	73.8
		unclear	23	14.0	14.0	87.8
		very unclear	20	12.2	12.2	100.0
2.	Considering organizational hierarchy in facilitating successful implementation	very important	16	9.8	9.8	9.8
		important	53	32.3	32.3	42.1
		somewhat important	57	34.8	34.8	76.8
		not important	36	22.0	22.0	98.8
3.	Level of departmental coordination in ensuring alignment of activities	high coordination	24	14.6	14.6	14.6
		moderate coordination	41	25.0	25.0	39.6
		low coordination	39	23.8	23.8	63.4
		no coordination	57	34.8	34.8	98.2
4.	Perception of formalization procedures to impact the efficiency of implementing strategic plans	highly efficient	44	26.8	26.8	26.8
		efficient	28	17.1	17.1	43.9
		somewhat efficient	63	38.4	38.4	82.3
		inefficient	29	17.7	17.7	100.0
5.	How does organizational hierarchy affect the decision-making process	facilitates quick decision	21	12.8	12.8	12.8
		supports decision-making	38	23.2	23.2	36.0
		hinders decision making	53	32.3	32.3	68.3
		no impact on decision-making	52	31.7	31.7	100.0
6.	How does departmental coordination contribute to the successful execution of strategic plans	enhances success	13	7.9	7.9	7.9
		supports success	49	29.9	29.9	37.8
		minimally impacts success	38	23.2	23.2	61.0
		deters success	60	36.6	36.6	97.6

The results of this investigation of how organizational structure affects the execution of strategic strategies align with earlier studies. The study conducted by Abuga and Deya (2019) demonstrated that organizational structure components, including centralization, divisional structure, and functional structure, had a substantial impact on the implementation of strategic goals in various industries. The study shed light on how various structural components impacted the execution of strategic plans, indicating that the organizational setup, such as functional or divisional structures, and the degree of centralization significantly influence the effectiveness of strategic plan implementation across diverse sectors. Similarly, Akpan and Waribugo (2016) observed that centralization and specialization have distinct effects on the execution of strategic plans within the telecommunications sector in Nigeria. Akpan and Waribugo's findings emphasize the nuanced effects of centralization and specialization on strategic plan execution within the specific context of Nigerian telecommunications enterprises, highlighting the importance of organizational structure in determining strategic outcomes. Organizational structure is a critical component that connects strategic planning to competitive advantage, as demonstrated by Maingi et al. (2019), with a focus on large Kenyan manufacturing enterprises. Within the context of large industrial enterprises in Kenya, Maingi et al.'s study emphasizes the crucial relationship between organizational structure, strategic planning, and competitive advantage.

The logistic regression model was used to inferentially investigate the influence of organizational structure on the implementation of strategic plans in Embu level five hospital. The logistic regression model underwent diagnostic tests to assess its applicability and compliance with linearity assumptions. In order to assess potential issues related to multicollinearity among the independent variables, the Variance Inflation Factor (VIF) was calculated. The VIF value for the independent variable “organizational structure” was 1.8. The model's lack of multicollinearity issues was demonstrated by the VIF value falling below the ten criterion. This suggested that the model was dependable.

The logistic regression results for the influence of organizational structure on the implementation of strategic plans in Embu Level Five Hospital show significance, with sub-levels 1, 2, and 3 of the organizational structure having coefficients of 0.761, 0.852 and 1.537, respectively, as presented in Table 6. This indicated that different aspects of the organizational structure had varying effects on the successful implementation of strategic plans. Higher coefficients suggested a stronger positive impact

on the outcome variable. The responses on organizational structure had odds ratios of 2.140, 2.344, and 4.651 for sub-levels 1, 2, and 3, respectively, indicating that as these aspects of the organizational structure increased, the odds of successful strategic plan implementation also increased. This suggested a dose-response relationship, where higher levels of organizational structure were associated with higher odds of successful implementation.

Similarly, the alignment of the organizational structure was also significant. Levels 1, 2, and 3 of the alignment of the organizational structure had coefficients of 1.857, 0.656 and 0.053, suggesting that better alignment of the organizational structure led to more successful strategic plan implementation, as presented in Table 6. Responses for the alignment of the organizational structure had odds ratios of 6.404, 1.927, and 1.054 for levels 1, 2, and 3, respectively, suggesting that better alignment of the organizational structure significantly increased the likelihood of successful strategic plan implementation. A higher odds ratio indicated a stronger positive association between alignment and successful outcomes. These results highlighted the importance of ensuring that the organizational structure was well-aligned with the strategic goals for effective implementation.

Furthermore, the variable on the rating of the effectiveness of the organization structure demonstrated significance as well, with sub-levels 1, 2, 3, and 4 of the rating of the effectiveness of the organization structure having coefficients of 0.453, 0.477, 1.172 and 1.926, respectively. This suggested that the organization's perceived efficacy had an impact on how well strategic plans were carried out. The odds ratios for sub-levels 1, 2, 3, and 4 on the effectiveness of the organizational structure in facilitating the successful implementation of strategic plans were 1.573, 1.611, 3.228, and 6.862, respectively. These results indicate a strong correlation between higher effectiveness ratings and a higher likelihood of successful strategic plan implementation. This demonstrated how crucial perceived efficacy is in motivating employees to carry out strategic initiatives inside a company.

The results of the logistic regression analysis demonstrated how important organizational alignment and structure were to the effective execution of strategic initiatives at Embu Level Five Hospital. It was thus essential for the organization to not only focus on technology but also pay close attention to optimizing its internal structure and ensuring that it is effectively aligned with the strategic objectives. The current study's findings are consistent with other investigations on how organizational structure affects the execution of strategic plans. Abuga and Deya (2019) discovered that a number of organizational structure characteristics, including centralization, divisional structure, and functional structure, have a big impact on how well strategic plans are carried out in diverse industries. In a similar vein, Akpan and Waribugo (2016) found that specialization and centralization have different effects on the execution of strategic plans in Nigerian telecoms companies. Maingi et al. (2019) provided evidence that organizational structure is a factor in the relationship between competitive advantage and strategic planning in Kenyan major manufacturing organizations.

**Table 6:** Logistic regression model for the Influence of Organizational Structure on Implementation of Strategic Plans

Variable	B	OR	SE.	df	Sig.
organizational structure				3	0.004
organizational structure(1)	0.761	2.140	0.268	1	0.017
organizational structure(2)	0.852	2.344	0.764	1	0.012
organizational structure(3)	1.537	4.651	1.322	1	0.007
alignment of the organizational structure				3	0.032
alignment of the organizational structure(1)	1.857	6.404	0.652	1	0.031
alignment of the organizational structure(2)	0.656	1.927	3.618	1	0.042
alignment of the organizational structure(3)	0.053	1.054	2.652	1	0.090
rate the effectiveness				4	0.025
rate the effectiveness(1)	0.453	1.573	1.741	1	0.013
rate the effectiveness(2)	0.477	1.611	1.743	1	0.042
rate the effectiveness(3)	1.172	3.228	1.041	1	0.039
rate the effectiveness(4)	1.926	6.862	1.746	1	0.020
Constant	1.039	2.826			

The impact of organizational structure on the execution of strategic plans in Embu Level Five Hospital was found to have a -2 Log likelihood value in the logistic regression model, as indicated in Table 7. This value was 0.287. The value indicated that, in terms of how organizational structure affects the execution of strategic plans, the model adequately fits the data. The logistic regression model's Cox & Snell R Square for the effect of organizational structure on the implementation of strategic plans was 0.619 at Embu Level Five Hospital. This number showed that organizational structure accounted for about 61.9% of the variation in the success of implementing strategic plans. The organizational structure may have been able to anticipate whether strategic plans will be implemented successfully, as indicated by the Nagelkerke R Square of 0.843.

**Table 7: Diagnostics for Logistic Regression Model for Influence of Organizational Structure on Implementation of Strategic Plans in Embu Level Five Hospital**

-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
0.287	0.619	0.843

#### IV. CONCLUSION

In conclusion, the analysis of the organizational structure indicated dissatisfaction with its current state, with concerns about alignment with strategic goals and effectiveness in facilitating plan execution. Communication and collaboration within the organizational framework showed mixed perceptions, emphasizing the importance of clarity in roles and responsibilities for teamwork. The logistic regression model confirmed the significant impact of organizational structure on strategic plan implementation, emphasizing the need for well-aligned internal structures and collaborative team environments. Therefore, the study recommends that to address the dissatisfaction with the current organizational structure and concerns about alignment with strategic goals, clear and effective communication channels must be implemented within the organization. Facilitating collaboration and information sharing through these channels is crucial to encouraging open communication and bridging any existing gaps. This will promote a collaborative working environment, enhancing the overall effectiveness of strategic plan implementation. Additionally, organizing team-building activities and workshops can help improve teamwork and collaboration among staff members. Fostering a cohesive work environment is key to ensuring that the organizational structure supports and enhances the execution of strategic plans.

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