

**EMPLOYEE MOTIVATION, STRATEGY IMPLEMENTATION, STAKEHOLDER
ENGAGEMENT AND PERFORMANCE OF LEVEL FOUR GOVERNMENT
HOSPITALS IN KENYA**

NYAMAI EVERLYN MUSANGI

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DECLARATION

Declaration by the Candidate

I declare that this thesis is my original work and has not previously in its entirety or in part been presented for a degree or other academic work.

Signature: Date:

Everlyn Musangi Nyamai

DML/16/00133/2/20

Declaration by the Supervisors

This Thesis report has been submitted for examination with our approval as University Supervisors.

Signature: Date:

Prof. Thomas Ngui, Ph.D.

School of Management and Leadership

Management University of Africa

Signature: Date:

Prof. Thomas A. Senaji, Ph.D.

School of Management and Leadership

Management University of Africa

DEDICATION

This work is also dedicated to my daughters, Naomi Wandii and Mercy Mwiia and Philip Ndunda my husband for their encouragement, inspiration and support that they have accorded me during my studies.

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OPERATIONAL DEFINITION OF TERMS

Employee Motivation:	The willingness of an employee to use their knowledge and skills to complete activities in order to attain predetermined goals is referred to as employee motivation.
Strategy Implementation:	is the process of transforming action plans and strategies to make it possible to attain predetermined goals
Stakeholder Engagement:	Refers to the process of including stakeholders in decision-making, communication, and consultation.
Organisational Performance:	Refers to is the actual output against the projected output of an organisation

LIST OF ABBREVIATIONS

ANOVA	Analysis of Variance
CECM	County Executive Committee Member
CEP	Corporate Environmental Performance
CFP	Corporate Financial Performance
CHB	County Health Board
CLRM	Classical Linear Regression Model
CSR	Corporate Social Responsibility
DEA	Data Envelopment Analysis
GOK	Government of Kenya
HAART	Highly Active Anti-Retroviral Therapy
HMT	Hospital Management Team
IAP2	International Association of Public Participation
KEPI	Kenya Expanded Programme Immunisation
KIPPRA	Kenya Institute for Public Policy Research and Analysis
KMO	Kaiser Meyer Olkin
LISREL	Linear Structural Relationship
MWMS	Multidimensional Work Motivation Scale
NACOSTI	National Commission of Science, Technology, and Innovation
NGOs	Non-Governmental Organisation
NHIF	National Hospital Insurance Fund
PPEs	Personal Protective Equipment
RBV	Resource Based View
SEM	Structural Equation Model
SHOs	Senior Health Officers
SPSS	Statistical Package for Social Sciences
VIF	Variance Inflation Factor
WHO	World Health Organisation

ABSTRACT

Health sector in Kenya has faced myriad challenges ranging from an upsurge of drug shortages, understaffing and underfunding and more frequently, the additional shocks of health care workers intermittent strikes, and now, the ongoing ravaging COVID-19 pandemic. Between December 2020 and February 2021, there were six nation-wide strikes and many more regional strikes. The purpose of the study was to determine the effect of employee motivation, strategy implementation and stakeholder engagement on the Performance of Level Four government hospitals in Kenya. The specific objectives of the study were: To determine the relationship between employee motivation and Performance of Level Four government hospitals in Kenya; to establish the mediating effect of strategy implementation on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya; to establish the moderating effect of stakeholder engagement on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya; and to establish the mediation – moderator effect of strategy implementation and stakeholder engagement on relationship between employee motivation and Performance of Level Four government hospitals in Kenya. The study was anchored on Resource Based View (RBV) theory and was supported by Stakeholder Theory, Goal Setting Theory and Higgins 8 S's model. 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. This study targeted two management levels consisting of the top-level and middle management levels since they are responsible for strategy and policy formulation in the organisation. The researcher randomly selected 2 officers from each category. This summed to 4 participants from each category to make a total of 328. Eight Level Four hospitals were selected randomly for piloting. 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 analyse 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. Interviews from the Senior Health Officers (SHOs) were recorded and transcribed. Qualitative data was thematically analysed and reported in verbatim form. 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. Further, stakeholder engagement was found to have an enhancing moderating effect the relationship between employee motivation and Performance of Level Four government hospitals in Kenya. Finally, the study results revealed a significant mediation – moderator effect of strategy implementation and stakeholder engagement on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya. The study recommends that organisation should ensure that there is cultural strategy compatibility that fosters top-down, bottom-up dialogue and idea sharing between management and employees in order to achieve successful strategy implementation. Additionally, regulations should be created to ensure that stakeholders are involved in decision-making and that programs are linked to stakeholders in order to improve the Performance of Kenya's Level Four government hospitals. The paper also recommends that the government should work on modalities of ensuring that employees' potentials are motivated by improving work conditions, consideration of the welfare and wellbeing of the employees and through provisions of incentives.

CHAPTER ONE

INTRODUCTION

This chapter presents the background of the study, introduces each variable, it is here where the statement of the problem is articulated, the main and specific research objectives are outlined with justification of what motivated the study while the scope, limitations, delimitations and chapter summary of the study are also described.

1.1 Background of the Study

Increased turnovers, inadequacy, retention and the perpetual weakening quality of service delivery continue to frustrate healthcare services making it difficult for the realisation of better healthcare delivery and performance (Chan, Tam, Lung, Wong, & Chau, 2013; Asegid, Belachew & Yiman, 2014). Strikes involving health workers have become a common phenomenon around the world. For example, in the past 10 years health worker strikes have taken place in United Kingdom (January and March of 2016 which mainly involved junior doctors), France (November 2015), Slovenia (2016) (Sta, 2016), and developing countries such as India (June 2012 and 2017), Nigeria (between 2013 and 2015).

The remuneration of health officers has been seen to greatly impact on the motivation of healthcare workers thereby affecting the general performance. For instance, statistics show that newly employed Malawian doctor earns 86% of the Gross Domestic Product per capita (KIPPRA, 2012). Doctors in the Democratic Republic of the Congo make 154% of what Americans do. A Kenyan doctor's net income is US\$800, while counterparts in South Africa earn US\$2500 (KIPPRA, 2012). These figures represent a higher incentive for brain drain and industrial action in Kenyan doctors as opposed to doctors from other parts of Africa. The most recent strike in September 2017 involved resident doctors (Oleribe et al. 2016) and another involving nurses and clinical officers between December 2020 and February 2021 (KIPPRA, 2021) amongst others.

According to the statistics by KIPPRA (2012), a newly employed Kenyan doctor earns 59% of the Gross Domestic Product per capita. A strategic pay and compensation management attract, retain and maximise the employee satisfaction in the organisation (Ozpehlivan & Acar, 2015). Well remunerated employees are motivated to stay in an organisation (Saeed, Lodhi, Iqbal, Nayyab, Mussawar, & Yaseen, 2013). The staffs in the hospitals need to be

motivated in order to improve their work efficacy and effectiveness (Hotchkiss, Banteyerga & Tharaney, 2015; Huber and Schubert, 2019; Schopman, Kalshoven & Boon, 2017). This is because the quality of healthcare services depends largely on the level of satisfaction of the employees (Musinguzi et al., 2018). A 2014 survey by Chen et al., (2015) suggested that income could contribute to job satisfaction in the organisation. Dissatisfied employees have lower productivity, poor performance and job stress in the organisation and do not feel motivated towards the organisation (Tillott, Walsh & Moxham, 2013; Graban 2016). Low motivation can lead to low satisfaction, low morale and diminished loyalty among the employees in the organisation (Balouch & Hassan, 2014).

Poor working conditions has also led to low motivation and job dissatisfaction. Working conditions are an important contributor to overall job satisfaction which subsequently translate to job quality and overall performance. (Bakotic & Babic, 2013). Raziq and Maulabakhsh (2015) acknowledge that for there to be efficiency, effectiveness, productivity as well as commitment to the job, it is important for businesses and organisations to meet satisfactorily the needs of its employees through providing favorable working conditions. The employee's motivation and sense of achievement is achieved through delegation of duties (Alshmemri, 2014). Job satisfaction is ensured through employee motivation (Ozpehlivan & Acar, 2015). Career development and promotions ensures that employees are motivated leading to job satisfaction (Kossivi et al., 2016). Lack of or limited training and professional development programmes leads to frustration among the staffs, thereby increasing the turnover rates and dissatisfaction among the employees (Baroud, Kharroubi, Hamadeh, Ammar, Shoaib & Khodr, 2017). Employees are motivated by promotions and career development which increases their level of responsibility and accountability (Al Tayyar, 2014). The mapping the dynamic nature of stakeholder's involvement in healthcare projects is very vital (Nzinga, Jones, Gathara & English, 2021). While the role of managers on strategy implementation has been overlooked, little attention has been put on establishing the role of employee motivation on strategy implementation and the performance. It is against this context that this study intended to determine the effect of employee motivation, strategy implementation and stakeholder engagement on the Performance of Level Four government hospitals in Kenya.

1.1.1 Employee Motivation

Employee motivation refers to the readiness of an employee to engage their expertise and abilities in getting their tasks done in order to achieve set objectives (Maduka & Okafor,

2014). According to Peretomode (2014), motivation is defined as a proponent state that energises and guide behavior. Motivation is also seen as human psychological characteristic that contribute to an individual level of commitment (Al-Madi, Assal, Shrafat & Zeglat, 2017). Motivating the employee is believed to increase the productivity thereby enhancing organisational performance (Kawara, 2014). Motivated employees are often satisfied and performance oriented (Singh, 2013). Motivation of employees come in various forms (Zameer, Ali, Nisar, & Amir, 2014). These include the promotions, remuneration packages and job security. These incentives and rewards compel the employees to use their skills and capabilities to come up with innovative ideas towards improving financial or non-financial organisational performance (Kawara, 2014).

Organisation goals are achieved by employees whose achievements and motivation are driven by the rewards and the incentives (Rodriguez & Walters, 2017). Employees are motivated to use their creativity in delivering their tasks and increasing their productivity levels (Kuranchie-Mensah & AmponsahTawiah, 2016; Osabiya, 2015). The organisational commitment and the productivity of the employees are propelled by the motivation of the employees. In health sector, the incentives include; stability of employment, salaries and working conditions, professional development opportunities. The commitment and the productivity of health workers is increased when they are motivated (Rosak-Szyrocka, 2015)

1.1.2 Strategy Implementation

Strategy implementation refers to the procedure of converting action plans and strategies to enable achievement of set objectives (Sage, 2015). 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 major challenge for today's enterprises, including hospitals. Strategy formulation is delayed at the level of strategy implementation (Coulson-Thomas, 2013). Action planning, coordination, and institutional alignment all contribute to the efficacy of strategy implementation (Hinton 2012). The amount of strategy implementation success is

determined by the qualities 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 et al., 2015; Lefort, McMurray & Tesvic, 2015). This study operationalised strategy implementation using strategic leadership, communication, organisational structure, culture, stakeholder's engagement, monitoring and evaluation.

1.1.3 Stakeholder Engagement

Stakeholder engagement refers to the practices of making joint decisions, informing, consulting and dialoguing with stakeholders (Davila, Rodriguez-Lluesma & Elvira, 2018; Grama-Vigouroux, Saidi, Berthinier-Poncet, Vanhaverbeke and Madanamoothoo, 2020; Laude, 2020). Stakeholder engagement is also defined as the process of ensuring that all people, organisations, or groups who will be affected or may be affected by the project's outcome participate in the project's planning and decision-making to take their expectations and requirements into account (Talley, et al., 2016). Stakeholder engagement involve creation of businesses relations with the stakeholders and other organisations (Loureiro, Romero & Bilro, 2020; Gupta, Crilly & Greckhamer, 2020; Pantano, Priporas, Viassone & Migliano, 2020). Stakeholders are actors that perform activities for market creation and consists of employees, investors, financiers, competitors, communities, policy makers, regulators, governmental bodies, political groups, suppliers and manufacturers (Aarikka-Stenroos, Sandberg, & Lehtimäki, 2014).

Stakeholder engagement is responsible for strategic impacts like profit generation, market value and agency cost lowering (Luís et al., 2018; Bendell & Huvaj, 2020). Stakeholder engagement also assists ensuring the reputation, the innovation and aiding the endorsement of the of corporate details for the stakeholders through eco-efficiency and knowledge and learning improvement (Luís et al., 2018; Bendell & Huvaj, 2020; Pucci, Casprini, Galati & Zanni, 2020; Wiesmeth, 2020).

Research has linked stakeholder engagement to value creation, strategic planning, decision making, innovation, corporate responsibility, accounting and sustainability (Bendell & Huvaj, 2020; Scuotto, Garcia-Perez, Cillo & Giacosa, 2020; Alvarez & Sachs, 2021). In addition, prior research has explained how stakeholder activism and politics influences organisational activities (de Bakker, den Hond, King & Weber, 2013). However, the moderating role of stakeholder engagement in the relationship between employee motivation and performance of Kenyan government hospitals at the Level Four level is yet to be demonstrated, hence the study.

1.1.4 Organisational Performance

Organisational performance refers to the actual output versus the desired output (Sultana, Irum, Ahmed, & Mehmood, 2012). Zameer, Ali, Nisar and Amir, (2014) and Dobre (2013) assert 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, 2016). 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 (WHO., 2016).

1.1.5 Hospitals in Kenya

Health services are provided through a network of over 4,700 health facilities countrywide, with the public sector system accounting for about 51 percent of these facilities while 49 percent is accounted for by the private sector. The public health sector consists of the national referral hospitals, county referral hospitals, Sub- County hospitals, health centres, and dispensaries. The Kenyan health service delivery system is organised into 6 levels of care that fits into four tiers (Njuguna, 2015). Levels one to five are managed by the county government while the sixth level is by the national government. In this system the patients may move from one level to the next by referral. Level one also referred to as Tier 1 community units, is the community health services level comprised of all community-based demand creation activities, that is, the identification of cases that need to be managed at higher levels of care, as defined by the health sector. Level two and three is primary care services level, the Tier 2 comprised of all dispensaries, health centres and maternity homes for both public and private providers. Level Four are the former district hospitals and private hospitals and maternity homes, it is the Tier 3 comprising of County health facilities, the Sub County and County referral hospitals and level five hospitals comprised of the former provincial and some district government hospitals in the county, also some private facilities. National referral services known as Tier 4 comprise facilities that provide highly specialised services and includes all tertiary referral facilities (GOK, 2013).

1.1.5.1 Level Four Hospitals in Kenya

Level Four- County Referral or Sub-County hospitals serve a catchment of about 100,000 people or the number covered by 20 community units or three health centers (Republic of

Kenya, 2014). The Level Four government hospitals are the county referral and sub county referral hospitals.

County Referral and sub-county hospitals have medical, surgical, pediatrics and maternity wards and have at least one specialist in each department, with one or two medical officers who manage in-patients and clinical officers who serve the outpatient clients. The Level Four hospitals are structured from medical superintendent/ sub-county hospital administrator, head of nursing services, head of clinical services and head of administration (Kenya gazette, 2020). These are further cascaded down into various departments.

Level Four hospitals functions include; clinical assistance and supervision of units at the lower ranks, inpatient services, provide comprehensive emergency obstetric care, dental health services, operation on inpatient basis, health learning, delivery of specific laboratory tests and radiology services, services for elimination of communicable diseases; screening for animal transmitted conditions; provides Highly Active Anti-Retroviral Therapy (HAART); male circumcision; Pelvic Inflammatory Disease (PID) management; screening of women for cervical cancer and breast cancer; prostate examination for men; evacuation services for injuries; disaster risk reduction interventions; facility disaster response planning; disaster management; provides essential services; vaccination for yellow fever, tetanus and rabies and other KEPI vaccines; management of surgical emergencies including trauma care; caesarean section; radiology services; emergency operations; general operations; specialised operations; laboratory services; specialised therapy services; HIV/AIDS management; tuberculosis management; Palliative care; rehabilitative services; physiotherapy; and speech and hearing therapy among others. In addition, the hospitals provide logistical support to low level facilities in the catchment area and repackaging of information movement from facilities to catchment area (Ministry of Health, 2022).

Health services are integrated as one goes down the hierarchy of health structure from the national level to the county levels (Chodzaza & Gombachika, 2013). Once the Ministry of Health has formulated the strategies, they are cascaded down to the County Health Board (CHB) which further streamlines and tailors the strategies for the level hospitals through Health Management Committee. Performance of hospitals is measured through the service delivery indices, customer care and customer satisfaction. Satisfaction with healthcare services in Kenya has for long been reported as low and cost of services has been given as one of the reasons for dissatisfaction with the services (Nyongesa, Onyango & Kakai, 2014).

Patients' satisfaction with healthcare services is one of the measures for quality of care that has been shown to influence confidence in a health facility and the subsequent utilisation of services from the facility. Patients' satisfaction and dissatisfaction with healthcare services indicate their perception about the service delivery and the satisfaction with quality of healthcare depends on the degree to which the patients' desired expectations, goals, and preferences are provided by the healthcare service providers. This study sought to examine the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

1.2 Statement of the Problem

Kenyan health system has experienced many chronic challenges since devolution of health including drug shortages, understaffing and underfunding and more frequently, the additional shocks of health care workers intermittent strikes, and now, the ongoing COVID-19 pandemic. In 2017, a 100-day doctors' strike was followed by a 150-day nurses' strike (Kemri, 2020). Between December 2020 and February 2021, clinical officers and nurses went on a strike that lasted 70 days (KIPPRA, 2021). The reasons for the strikes were stated as the failure by government to implement collective bargaining agreement, pay agreed allowances, devolution of healthcare that disrupted human resource management functions, discrimination of cadres as salaries and remunerations commission had previously defined nurses as semi-skilled and thus only eligible for relatively low pay scales (Irimu, et al, 2018; Njuguna, 2018). While devolution may have been well intended, it is yet to meet the expected objectives of ensuring the counties have referral hospitals that are well equipped and staffed. Cases of health care staff unrest and brain drain are still being experienced in the County Referral and Sub-County Hospitals (Waithaka et al, 2020). The resultant shortage from the brain drain and the staffs unrest exerts a huge strain on the few workers left behind. Reportedly, one in every five nurses trained in Kenya applies to emigrate (Otieno, 2016). Figures for doctors are equally concerning, with a reported 30–40% of the 600 medical graduates leaving on completion of their internship, every year (Muraguri, 2015).

Dismal performance in the health sector globally has been witnessed in the ill preparedness of hospitals to combat emerging and re-emerging diseases and the now ravaging SARS-CoV-2 outbreak (WHO, 2020) being a classical example. Dobre (2013) observes that positive change can be achieved by training the employees in order to increase productivity and service delivery (Shaheen, Naqvi, & Khan, 2013). 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. Stakeholder engagement is influenced by culture, processes, policy literacy and hierarchical social relationships thereby making equitable and inclusive consultation more difficult to achieve.

Mixed results have been found on the previous literature. These inconsistencies have been attributed to the different empirical approaches, moderating and mediating variables that have been used. For instance, a survey by Farooq and Shafique (2016) have found gap on the effect of motivational factors on employee job performance. While a study by Sarker (2017) revealed a correlation between motivational factors and performance. Contextually, studies on employee motivation and Performance of Level Four government hospitals and the empirical evidence in Kenyan context is scanty. Additionally, most studies conceptualise stakeholder engagement as an independent variable. Scholars have investigated how an organization's stakeholder engagement influences performance (Ayuso et al., 2014; Gupta et al., 2020). Nzinga et al. (2021) investigated the importance of stakeholder engagement in improving newborn care in Kenya.

Previous studies have manifested a methodological gap. Ocak, Aladag, Koseoglu and King (2021) used empirical data while Kihara (2017) used a mixed research design. Most extant literatures in stakeholder engagement have adopted qualitative approach, more specifically, case studies (Freeman et al., 2017). Hence, there is a need for a study using quantitative approaches in addition to the currently prevailing qualitative studies. Therefore, this study bridges these gaps by introducing strategy implementation and stakeholder engagement as mediating and moderating variables respectively to examine whether employee motivation on organisational performance in the Level Four government hospitals in Kenya can be improved by adhering to stakeholder engagement and by strategy implementation. Hence this study seeks to determine the effect of employee motivation, strategy implementation and stakeholder engagement on the Performance of Level Four government hospitals in Kenya?

1.3 Objectives of the Study

1.3.1 General Objective

The main objective of the study is to determine the effect of employee motivation, strategy implementation and stakeholder engagement on the Performance of Level Four government hospitals in Kenya.

1.3.2 Specific Objectives

- i. To determine the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.
- ii. To establish the mediating effect of strategy implementation on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.
- iii. To establish the moderating effect of stakeholder engagement on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.
- iv. To establish the mediation moderator effect of strategy implementation and stakeholder engagement on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

1.4 Significance of the Study

Knowledge in different disciplines will be enriched using the findings of this study on the relationship between employee motivation, strategy implementation and stakeholder engagement on the Performance of Level Four government hospitals in Kenya. On theory, the researchers and academicians may find the theories in this study instrumental in demonstrating the efficacy of employee motivation in improving performance. For organisations to achieve performance and sustain itself in tandem with objectives and goals, strategic integration and execution of activities within the organisation have to be adhered to. Therefore, the results of this study will provide an informed basis to the government on which areas that need instant attention for better performance and service delivery.

On policy, 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.

On practice, the study may be instrumental database of reference to researchers and academicians interested in the area of employee motivation by adding to the existing body of literature. This study may form basis for further studies in expanding knowledge by the researchers. The findings will also the scholars establish and elaborate on how firms can obtain sustain competitive advantage through value creation with the potential stakeholders.

1.5 Scope of the Study

The effect of employee motivation, strategy implementation and stakeholder engagement on the Performance of Level Four government hospitals in Kenya was examined. Level Four hospitals are managed by the Hospital Management Team (HMT) which comprises of membership of managers from various levels as per the policy guideline. There are three levels of managers in Level Four government hospitals namely: Top level, Level two and Level three as shown in appendix III. This study focused on all Level Four government hospitals in Kenya 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. These 104 Level Four hospitals formed the target population for the study. The unit of analysis consisted of 328 participants obtained from selected county referral hospitals and sub-county hospitals. The study was conducted between June 2022 and November 2022.

1.6 Limitations

Due to sensitivity of the information and the bureaucracy of the Ministry of Health guidelines on access of organisational information, participants were reluctant to provide the needed information. Some of the respondents failed to respond or even not return the data collection tool with responses. The researcher assured the participants of strict confidentiality and anonymity.

The availability of the participants was also a challenge because of the busy schedule. This led to low turnout and response rate. To mitigate this, the researcher made a prior arrangement with the administration of the hospitals to arrange for appropriate time. This

ensured maximum response is achieved. The disruption from COVID-19 pandemic posed challenge and affect response rate since most staffs were working from home. To counter this challenge, the researcher supplemented the questionnaires with google forms. Some of the respondents also failed to respond or even not return the data collection tool with responses. The researcher oriented the participants on the importance of having the questionnaires filled accurately.

1.7 Delimitations

Delimitations refers to factors with controllable characteristics influenced by researchers (Yin, 2014). This study aimed at determining the effect of employee motivation, strategy implementation and stakeholder engagement on the Performance of Level Four government hospitals in Kenya. The cross-sectional research design approach ensured data was collected within the set time frame thereby giving an opportunity for an in-depth study. The study target population are the managers at different levels in Level Four government hospitals. The researcher obtained an authority letter from the Management University of Africa and a research permit from NACOSTI to gain access to the targeted hospitals. The study was conducted between November 2021 and June 2022.

1.8 Chapter Summary

In this chapter the following items have been discussed; introduction, the background of the study, problem statement, objectives, significance of the study, the scope, limitations and delimitations.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The highlights of the study are presented in this chapter by presenting the broad conceptual discussion of study variables and a detailed and step wise discussion of the theories anchoring the study. The chapter highlights on various theories relevant to this study. A conceptual framework is also presented based on the study's objectives. Empirical review forms basis for the existing gaps in the literature.

2.1 Theoretical Literature Review

This study was based on four theories namely; Resource Based View Theory, Goal Setting Theory, Stakeholder Theory, Higgins 8 S's Model, to explain the relationship between the four variables being studied. The anchor theory was the Resource Based View (RBV) theory.

2.1.1 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.

2.1.2 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.

2.1.3 Stakeholder Theory

Stakeholder theory was incepted by Edward Freeman in 1984. The stakeholder theory highlights policies and programs that are both internal and external. The theory gives the highest priority to the role of stakeholders in the management framework (Uribe, Ortiz-Marcos & Uruburu, 2018). Stakeholder theory gives a focus of analysis on the strategic thinking and positions of the stakeholders (Freeman, 1984). Stakeholder theory has introduced business ideas into the organisation through stakeholder engagement (Freeman, Kujala, Sachs & Stutz, 2017).

The stakeholder theory (Freeman, 1984) states that building relationships with stakeholders entails businesses admitting that customers' voices must be heard and their demands must be met. According to Lehtinen, Aaltonen and Rajala (2019), the stakeholder theory discusses how to manage various stakeholders while taking those processes into account. To actively include stakeholders in the pursuit of consent, control, cooperation, accountability, trust, fairness, or improved corporate governance, businesses support stakeholder engagement (SE) (Greenwood & De Cieri, 2007).

Companies and stakeholders can learn about each other's interests through SE activities, resolve potential negative effects, and even offer advantages to one or both of them (Provasnek, Schmid & Steiner, 2018). To assure the achievement of their objectives, modern enterprises must identify stakeholders' rational participation by prioritizing and balancing the interests and needs of the most important stakeholders (Lehtinen, Aaltonen & Rajala, 2019). Companies promote participation from outside organisations to gain access to pertinent information that was previously unavailable since doing so will help them enhance their internal processes and procedures, their goods, and their knowledge base (Desai, 2018).

Scholars who have been using this theory in various contexts, including social corporate accountability, governance, and shareholders' management, have shown an increasing interest in SE (Dobele et al., 2014; Desai, 2018; Vollero, Conte, Siano, & Covucci, 2019). Participating in engagement activities allows stakeholders and businesses to understand one another's interests, perspectives, and needs, which helps either one or both of them (Provasnek et al., 2018). Stakeholder engagement focuses on firming the bondage between organisations and their stakeholders (Harrison & Wicks, 2013; Bridoux & Stoelhorst, 2016; Bundy, Vogel, & Zachary, 2018; Jones, Harrison & Felps, 2018), stakeholder engagement research is a natural continuum for stakeholder theory. A shift from a firm level entity-based

analysis to examining stakeholder networks and relationships can be used to enrich stakeholder theory. (Rühli, Sachs, Schmitt & Schneider, 2017; Tapaninaho & Kujala, 2020). This theory explains the relationship between stakeholder engagement and the Performance of Level Four hospitals.

2.1.4 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. (Bhati (2011) avers that the model enables the management team to access a more effectively and efficiently working tool to use for strategy implementation in their organisations for better performance.

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.

2.2 Empirical Literature Review

This section provides a rationale for the study by highlighting on factors affecting the Performance of Level Four government hospitals in Kenya. The link between employee motivation, strategy implementation and stakeholder engagement on the Performance of Level Four government hospitals in Kenya is discussed.

2.2.1 Employee Motivation and Organisational performance

Chrest (2020) examined the relationship between employee motivation and leadership behaviours in rural outpatient healthcare settings. Case study design was utilised. Qualitative analysis was used to analyse data. Data was collected using interview guides. Employee motivation was found to be influenced by the leadership behaviour. Similarly, using a mixed method approach, Deressa and Zeru (2019) examined the effects of work motivation on organisational performance in Hawassa public and private hospitals. The nurses were sampled using purposive sampling. Data was collected using questionnaires. Qualitative and quantitative data was used. The motivation of the nurses was measured using the multidimensional work motivation scale (MWMS). The study revealed that performance was influence by job satisfaction.

Ochola (2018) did a review on influence of employee motivation on organisational performance. The study results revealed 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. The study used cross-sectional survey. Qualitative design was used to conduct in-depth interviews. Data analysis was done using thematic content analysis. The study findings showed that individuals characteristics, leadership and organisational structures influences the motivation and job satisfaction of health workers. The behaviours of the health workers were also influenced by broader socio-political climate. Weldegebriel, Ejigu, Weldegebreal and Woldie (2016) studied factors affecting the motivation of health workers. The study adopted cross-sectional research design. Data was analysed using inferential statistics. The findings

indicated that non-financial human resource management tools were the strongest drivers of motivation.

Stefurak, Morgan, and Johnson (2020) investigated the connection between emergency medical service workers' motivation for public service and their job satisfaction and performance. A single public service factor was created by the public interest and self-sacrifice elements, and a second factor was added by a small number of compassion factors, with the policy-making factor being entirely reproduced. While adjusting for the impact of demographic and contextual factors, all three factors were strongly associated to job satisfaction but none were related to job performance. Except for the amount of time spent working in the emergency medical services (EMS) industry, none of these contextual factors significantly influenced job performance.

Febrianti and Suharto (2020) study revealed a significant relationship between career development and motivation on job satisfaction. The study findings also indicated that there was a link between career development, motivation on employee performance. Job satisfaction was considered as a mediating variable. The study was conducted in Indonesia. This study considered strategy implementation as a mediating variable. The study was done among Level Four government hospitals in Kenya.

Paais and Pattiruhu (2020) study showed that the results of data analysis showed that work motivation and organisational culture had a positive and significant effect on performance. The study employed proportionate stratified random sampling method. Data was collected using questionnaires analysed using Structural Equation Modeling (Sem) on Amos. The study however did not consider the mediating and moderating variables. This study examined the mediating effect of strategy implementation and the moderating effect stakeholder engagement on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

2.2.2 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 2021 study, Gifty, George, Babalola, and Isaac explored the connection between employee motivation and performance. The study's findings suggested that employee performance can either rise or decrease depending on incentive.

Kalogiannidis (2021) examined the employee motivation-organizational performance link using the Arksey and O'Malley framework and determined 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 in their 2020 study. 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 analysed using quantitative and descriptive approach. Motivation was found to have significant relationship between on employee performance.

2.2.3 Employee Motivation, Stakeholder Engagement and Organisational Performance

Alwedyan (2021) studied the relationship between motivation and Performance of the employees and revealed that there is stronger relationship between job Performance of the employees and the motivation. The study adopted descriptive analytical approach. Data used was collected using questionnaires. A study by Hemakumara (2020) revealed a positive relationship between motivation and job performance. Similarly, Mulyani, Sari and Sari (2020) study established that motivation has a positive and significant impact on employee

performance. The study employed descriptive approach. Structural equation model program (SEM) with linear structural relationship (LISREL) was used in the analysis. However, these did not consider introducing the moderating and mediating variable. This study introduced Strategy implementation and stakeholder engagement as mediating and moderating variable respectively and examine how they influence Performance of Level Four government hospitals in Kenya.

Using a field experiment, Kassinis and Soteriou (2020) examined the effect of stakeholder engagement in value co-creation and firm performance. The study employed Data Envelopment Analysis (DEA) modeling framework in establishing whether stakeholder engagement improved the efficiency of delivering medical care. The results indicated that stakeholder engagement was statistically significant in value creation and in improving firm performance. Masefield, Msosa, Chinguwo, and Grugel (2021) investigated the role of stakeholder engagement in a low-income country's health policy process. The study employed a qualitative research approach and included unstructured questions. Stakeholder engagement was found to have a substantial impact on inclusive and meaningful participation in the health policy process. Stakeholder engagement variables (tokenistic involvement; stakeholder hierarchy; mutual distrust; favoured stakeholders) all demonstrated a statistically significant link with the health policy process.

Using a multilevel stakeholder engagement model, Boyer et al. (2018) examined the formulation of stakeholder engagement using a multilevel approach. Data was collected using interviews and surveys. The study confirmed the role of stakeholder engagement in strengthening the relationships between the community and health care providers. Using a mixed research approach, Akwanalo et al. (2019) examined the relationship between stakeholder engagement and referral networks for management of hypertension. The study engaged the stakeholders using the International Association of Public Participation (IAP2) framework. The study used qualitative data collection. Data was collected using informants and a focused group discussion. The study results indicated that IAP2 framework provided the flexibility of engaging the different stakeholders at varying degrees and repeatedly. It was revealed that for effective stakeholder engagement to strengthen referral systems across health care networks, then multiple players at different levels of the health delivery network need to be involved.

Varenova (2017) studied the role of stakeholder engagement and corporate social and environmental reporting in achieving accountability. The study used questionnaires and interviews in collecting data and analysed data using content analysis. Stakeholder engagement was found to be a vehicle to learn social and environmental information needs of stakeholders with regards to corporate performance. Nakiyaga, Serem, and Ssentamu (2021) investigated the role of stakeholders' engagement with school management and the enhancement of learners' achievement in school using the pragmatic paradigm. Stakeholder Theory formed the foundation of the study. Mixed methods design, concurrent and convergent approach was adopted. The sample was obtained using stratified random sampling. Data was obtained using interview guides and questionnaires. Descriptive and inferential statistics was used in the analysis. The findings revealed a link between stakeholders' participation and the enhancement of learners' academic achievement.

Frczkiewicz-Wronka, Ingram, Szymaniec-Mlicka, and Tworek (2021) investigated the moderating influence of stakeholder engagement in decision-making. The link between risk management and financial stability was investigated. According to the study's findings, risk management practices are favourably associated to financial stability. The study's findings demonstrated that stakeholder engagement had a non-significant moderating influence on the relationship between decision-making and financial stability. Awiti, Imbambi, Ng'ong'a, Mande, and Busieka (2020) investigated the connection between strategic management and performance. Non-probability purposive sampling was used to pick the respondents. In the analysis, inferential and descriptive statistics were used. The study's findings demonstrated a substantial association between strategic management and performance when stakeholder engagement was moderated.

2.2.4 Mediation moderator Effect

Moodley and Hove (2018) studied how the organisational performance was influenced by the motivation of the employees. Questionnaires were used. Employee motivation was found to be influenced by both extrinsic and intrinsic source. There was a negative impact on the organisational performance when the employees were demotivated. Similarly, Mikkelsen, Jacobsen and Andersen (2017) looked at ways of managing employee motivation. The study used multi-level dataset. Self-determination and employees and motivation was found to be correlated.

Using descriptive survey design, Mwabu and Were (2019) studied the relationship between employee motivation and organisational performance. Stratified random sampling was used. Questionnaires were used to collect quantitative data. Data was analysed through regression analysis. Zameer, Ali, Nisar, and Amir (2014) conducted research on the effect of motivation on employee performance. Questionnaires were used to obtain information. According to the data, motivation had a major impact on employee performance.

Nyaboga, Amuhaya and Wanjala (2020) examined the moderating role of stakeholder's attributes on project management and implementation of rural electrification projects in Kenya. The study employed descriptive research design and data analysed using descriptive and inferential statistics. Stakeholder attributes were found to have a moderating effect on the link between project management and implementation of the projects. Dal Maso, Mazzi, Soccia, and Terzani (2018) examined how social factors and stakeholder management influenced the relationship between corporate environmental performance and financial performance using multivariate and descriptive techniques. The findings revealed that stakeholder prioritisation and engagement are critical tools that, when combined, positively moderate the relationship between CEP and CFP.

The moderating effects of stakeholders' integration on the link between environmental practices and competitiveness were examined by Salem et al. (2015). Self-assessment questionnaires were utilized to collect data for the study's cross-sectional survey. The findings indicated that the integration of stakeholders has a statistically significant moderating influence on the association between environmental practices and competitiveness. Berebon and Sorbarikor (2020) examined the relationship between stakeholder engagement and organisational decision making of indigenous oil servicing companies in Rivers State, Nigeria. The study's conclusions showed that indigenous oil serving companies in Rivers State's organisational decision-making and information sharing have a significant relationship. The study finding was however limited to oil companies. This study will be done in level 4 hospitals in Kenya.

In their 2014 study, Shahzadi, Javed, Pirzada, Nasreen, and Khanam looked at how employee motivation affects performance. Using questionnaires, data was collected from the respondents. The results indicated a positive employee motivation- performance link. The findings of Tetteh's (2017) study demonstrated a substantial association between motivation, productivity, and performance. The study took a mixed research approach. The stratified

sampling technique was used to determine the sample size. The study used both qualitative and quantitative data.

Ansong (2017) investigated the impact of stakeholder involvement on the relationship between corporate social responsibility and performance. The sample size was determined using a basic random sampling procedure, and data was gathered through the use of questionnaires. The data was evaluated using the partial least squares estimation method. The study found that CSR has an indirect effect on SMEs' financial performance through stakeholder engagement. Karama, Iravo, Kagiri, and Shale (2019) investigated the relationship between stakeholder engagement and devolved service delivery. The research was founded on systems theory and took a positivist approach. Data was gathered using structured questionnaires. The sample was obtained using random sampling. The findings revealed a strong link between stakeholder participation and service delivery.

Waititu (2016) investigated the link between strategy implementation and performance. The descriptive research design was used. Effective communication systems, inspirational leadership, functional organisational structure, and culture, all of which are components of strategy implementation, were discovered to have a substantial impact on performance. The findings are consistent with Machoka's (2019) discovery that communication as a strategy and leadership has a substantial impact on organisational performance. The case study method was used in the investigation. The sample size was determined by stratified random sampling. Descriptive analysis was used to assess quantitative data. However, the study only looked at communication and leadership as components of strategy execution. As indicators of strategy implementation, this study looked at strategic leadership, communication, organisational structure, culture, stakeholder engagement, monitoring, and control.

Hantiro and Maina (2020) investigated the relationship between the performance of Tana River County Government and strategy implementation in Kenya. Proportionate stratified sampling was used in the study. To assess quantitative and qualitative data, descriptive and inferential statistics are utilised. Questionnaires were used to collect information. Organisational structure, organisational culture, resource allocation, communication, and organisational performance were discovered to have a beneficial link. The mediating and moderating variables were not included in the study. This study included strategy implementation and stakeholder engagement as moderating and mediating variables.

Simiyu and Kilikam (2020) investigated the association between strategy implementation and organisational performance using a descriptive study approach. Piloting was carried out to assess the dependability and validity of research instruments, which were then utilised to collect data. The study's findings revealed a substantial association between strategy implementation components (organisational structure, organisational culture, and communication) and performance. However, the analysis was limited to the National Hospital Insurance Fund (NHIF). The current analysis included all of Kenya's Level Four government hospitals.

Pancasila, Haryono and Sulisty (2020) study indicated that direct effect of work motivation towards employee performance is greater than the indirect effect of work motivation towards employee performance through employee job satisfaction. The study results however revealed that job satisfaction does not mediate the effects of leadership and work motivation toward employee performance. Data obtained through questionnaires were analysed using structural equation modeling (SEM) with AMOS 22. The study results were however limited to Asam Coal Mining Organisation Ltd. The current study targeted all the Level Four government hospitals in Kenya. Using Abraham Maslow's hierarchy, Otiende and Makokha (2020) investigated the impacts of employee motivation on organisational performance and discovered that employee job satisfaction had a substantial impact on organisational performance in the universities surveyed. The sample size for the investigation was determined using the census technique. Multiple regression analysis was used to analyse the data.

According to Pananrangi, Lewangka, and Sudirman's (2020) research, there is a significant correlation between motivation and job satisfaction. Motivation was discovered to have a favourable but non-significant effect on performance. Similarly, work satisfaction had a positive and significant influence on performance when mediated by motivation, while motivation had a positive and significant effect on performance when mediated by job satisfaction. The correlation between the variables was assessed quantitatively in the study. The SmartPLS was used to assess the data utilising s path analysis (PATH). The study, on the other hand, employed job satisfaction as a moderator between motivation and performance. The research was also conducted in Indonesia.

2.3 Summary of Research Gaps

This section deliberates on the knowledge gaps identified in the literature review. The gaps are addressed in three domains including the methodological, contextual and conceptual gaps. The relationship between the constructs relates with the empirical conceptual gaps. The Level Four government hospitals in Kenya gives a bridge on the contextual gaps, while the methodological include gaps in population and research design as well as in data analysis.

Results from the previous studies have yielded inconclusive and mixed results on the interactions between employee motivation, strategy implementation and stakeholder engagement on the Performance of Level Four government hospitals in Kenya. Previous studies have focused on Non-Governmental Organisation (NGOs), banks, learning institutions and other private entities. There are limited studies on employee motivation and Performance of Level Four government hospitals in Kenya and hence the need for the study. The conceptual gaps relate to the effect of employee motivation, strategy implementation and stakeholder engagement on the Performance of Level Four government hospitals in Kenya. The gaps identified in the literature review have been summarised in Table 1.

Table 1: Summary of Literature and Knowledge Gaps

Researcher	Focus area of Study	Methodology	Key Findings	Knowledge Gap(s)	Contribution of Current Study
Ocak, Aladag, Koseoglu and King (2021)	Barriers to Strategy Implementation in Turkey's Healthcare Industry: Hospital Manager Perspectives	Survey	The study findings identified Low employee motivation and lack of consensus as some of the barriers to strategy implementation	Contextual gap- The study was conducted in Turkey and therefore the findings may not be inferred in Level Four hospitals in Kenya. The study also did not consider the moderating and mediating variables	This study examined the mediating effect of strategy implementation and the moderating effect stakeholder engagement on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.
Mudany, Letting, and Gituro (2020)	Strategy implementation, capital structure, macro environment and Performance of energy sector institutions in Kenya	Cross-sectional survey design	The results indicated a statistically significant relationship between strategy implementation and organisational performance.	Conceptual gap- The study was conducted in energy sector institution.	This study was conducted in Level Four government hospitals in Kenya.

Researcher	Focus area of Study	Methodology	Key Findings	Knowledge Gap(s)	Contribution of Current Study
Chrest (2020)	Employee Motivation Related to Leadership Behaviors in Rural Outpatient Healthcare Settings	Case study	Study findings indicated that leadership behaviour had a significant effect on Employee motivation.	Conceptual gap- The study considered Employee Motivation as the dependent variable. Case study	This study introduced the mediating effect of strategy implementation and moderating effect stakeholder engagement to examine the relationship between employee motivation and Performance of Level Four government hospitals in Kenya-cross sectional.
Frączkiewicz-Wronka, Ingram, Szymaniec-Mlicka, & Tworek (2021).	Risk management and financial stability in the Polish public hospitals: The moderating effect of the stakeholders' engagement in the decision-making.	Empirical research	The moderating effect of stakeholder engagement on the relationship between decision-making and financial stability was found to be non-significant	Conceptual gap – Focused on decision making as an independent variable -Looked only at the financial aspects of performance	This study examined mediating effect of strategy implementation and moderating effect of stakeholder engagement to examine the relationship between employee motivation and Performance of Level Four government hospitals in Kenya -Other parameters of performance were examined

Researcher	Focus area of Study	Methodology	Key Findings	Knowledge Gap(s)	Contribution of Current Study
Nyaboga, Amuhaya, & Wanjala, (2020).	Moderating Role of Stakeholders Attributes on Implementation of Rural Electrification Projects in Kenya.	Descriptive research design	The study findings indicated that project stakeholders had a statistically significant relationship with risk identification process in the projects.	Methodological gap – Used descriptive research design - The study was done in energy sector.	-This study used mixed method approach. -The study was done in Level Four government hospitals in Kenya

2.4 Hypotheses of the Study

Research hypothesis is an insinuation, assumption of relationship between variables. Hypothesis can be null meaning the relationship of variables is void, empty, there is no relationship between variables being investigated and is expressed as H_0 . Secondly there is an alternative hypothesis expressed as H_1 and it assumes that there can be an existing relationship. This study had four null hypotheses as stated below;

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

H₀₂: There is no significant mediating effect of strategy implementation on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya

H₀₃: There is no significant moderating effect of stakeholder engagement on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

H₀₄: There is no significant mediation moderator effect on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

2.5 Conceptual Framework

The framework gives the conceptualisation of the relationship between the variables. Employee motivation is conceptualised as an independent variable directly influencing Performance of Level Four government hospitals. The operationalised indicators of employee motivation are; Empowerment, Job security, Promotion, Autonomy, Salary and Compensation, Work environment and Incentives and Rewards. Strategy implementation is conceptualised to have a mediating role between Employee motivation and Performance of Level Four government hospitals. In the framework, strategy implementation is represented by organisational structure, organisational culture, resource allocation, communication, monitoring and evaluation.

Stakeholder engagement is conceptualised to have moderating role between employee motivation and Performance of Level Four government hospitals. The indicators of stakeholder engagement are; stakeholder involvement, internal and external stakeholder participation and stakeholder monitoring, Communication and Value creation. Organisational performance is conceptualised as the dependent variable in the relationship. The operational indicators of organisational performance are; Productivity, Employee turnover, Quality of work life, Customer satisfaction and Growth. The last linkage is the model to determine mediation – moderator effect on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya. The operating indicators for the variables are explained as observed in the literature and presented in figure 1.

Independent Variable

Dependent Variable

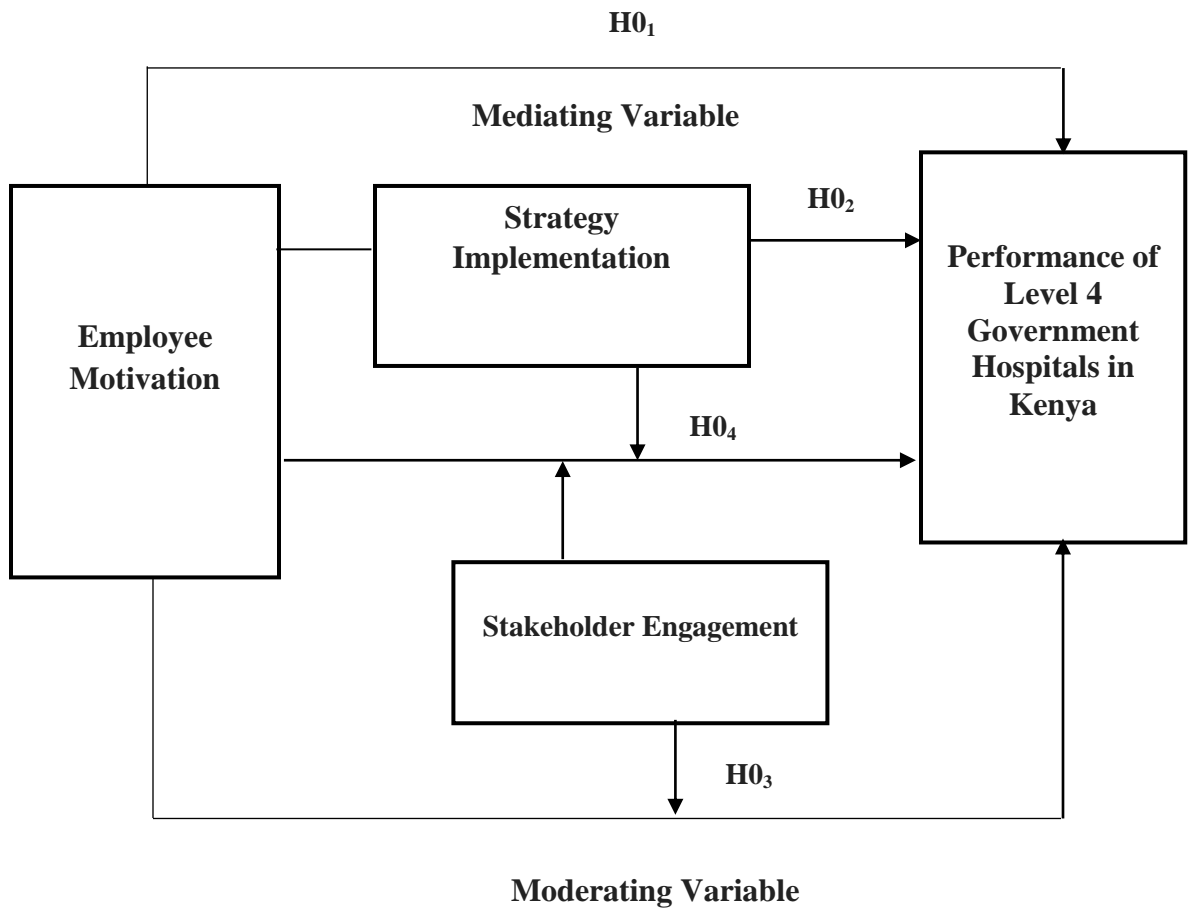


Figure 1: Conceptual Model

2.6 Operationalisation of Research Variables

The study sought to establish the effect of employee motivation, strategy implementation and stakeholder engagement on the Performance of Level Four government hospitals in Kenya. The independent variable is Employee motivation; strategy implementation is the mediating variable; stakeholder engagement is the moderating variable while the dependent variable is the organisational Performance. Table 2 presents operationalisation and measurement of the study variables.

Table 2: Operationalisation of Variables

Study Variables	Indicators	Measurement Scale	Question	Tools of Analysis
Independent Variable: Employee Motivation	-Salary & Compensation -Work environment -Incentives & Rewards -Empowerment -Autonomy -Job security - Promotion	Interval	Section B	Correlation and multiple regression
Mediating Variable: Strategy Implementation	-Organisational Structure -Organisational Culture -Resource Allocation -Communication -Monitoring & Control	Interval	Section C	Four-step mediation methodology
Moderating Variable: Stakeholder Engagement	-Stakeholder involvement -Internal & External stakeholder participation -Stakeholder monitoring - Value creation	Interval	Section D	Regression analysis
Dependent Variable: Performance of Level Four Government Hospitals in Kenya	-Productivity -Employee turnover -Quality of work life -Customer satisfaction -Growth	Interval	Section E	Stepwise regression analysis

2.7 Chapter Summary

The chapter discusses the contextual, conceptual and methodological foundations on the effect of employee motivation, strategy implementation and stakeholder engagement on the Performance of Level Four government hospitals in Kenya. The variables have been discussed in details giving their foundations and critics. The summary of research has also been discussed and the contribution of the current study highlighted. The chapter has also provided the conceptual framework which the study is premised upon. This chapter is followed by the methodology that guided this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter focuses on the techniques and methodologies that were used. Research philosophy, research design, target population, sample and sampling methodologies, data collection and instruments, pilot study, instrument reliability and validity, data processing and analysis, hypothesis testing, and ethical considerations are among these methods.

3.1 Research Philosophy

This study adopted a mixed method approach. The research philosophy was based on pragmatic paradigm. Pragmatism is aimed at achieving a holistic understanding of the research problem (Zhang & Creswell, 2013; Aliyu & Mu'awuya, 2015; Creswell & Creswell, 2017). Pragmatism involves scholarly pursuit of description, theory, explanation, and narrative (Kaushik & Walsh, 2019). Pragmatism focuses on objectivity, subjectivity, values and experiences in order to achieve research objectives (Maarouf, 2019). The fundamental principle of using mixed-method which aims at gaining information about the phenomena of study which is wider than using a single design approach (Creswell & Creswell, 2017). Under mixed research approach, pragmatism is seen as the philosophical partner by providing essence for mixing research methods (Mitchell, 2018). Pragmatism is considered bias free however (Ma, 2012) argues that the philosophy can never provide the same measuring accuracy as in natural sciences (Bergman, 2011). Therefore, this study employed the mixed method approach to supplement the flaws of one philosophy.

Adopting mixed method approach is significant in generating different type of contributions in research (Barnes, 2019). 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 is relevant to the study as

it provides both breadth and depth in understanding the influence of employee motivation on the Performance of Level Four hospitals in Kenya.

3.2 Research Design

In order to combine and analyze different datasets, sequential explanatory design was adopted. Sequential explanatory design is pertinent since it allows for triangulation of quantitative results and qualitative findings (Creswell & Clark, 2018; Yin, 2018). Data triangulation in a mixed-methods study assists in validating results obtained with an individual method (Turner, 2021). Mixed method approach is superior to a single method as it provides rich insights into the research phenomena (Poth & Munce, 2020).

An explanatory sequential design usually follows a quantitative phase with a smaller qualitative phase to explain the quantitative results (Creswell & Clark, 2018). Typically, data collection and analysis are done sequentially, and because quantitative results lead to qualitative results, the quantitative phase typically dominates (Turner, 2021).

Sequential explanatory design was used for this study because it embraces different methodological perspectives which complement each other in the study when operated side by side. The design provided relevant information on depth and breadth of the influence of employee motivation on organisational performance and how this relationship is intervened by strategy implementation and moderated by stakeholder engagement.

3.3 Target Population

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 as listed in table 3. These 104 Level Four government hospitals formed the target population for the study. These formed the units of analysis as listed in Appendix III.

Table 3: Population Distribution

# Category (Level Four Hospitals)	No. of Institutions	Percentage (%)
1. County referral hospitals	22	21
2. Sub-county hospitals	82	79
Total	104 (N)	100

Source: Kenya Gazette February (2020)

3.4 Sampling Frame

The list of all Level Four government hospitals in Kenya served as the study's sample frame. There are 22 county referral hospitals and 82 sub-county hospitals. A sampling frame refers to units obtained from the population (Cooper & Schindler, 2014).

3.5 Sample and Sampling Techniques

Using a proportionate sampling procedure recommended by Mugenda and Mugenda (2003) for a population of 10,000 and below, the sample size was computed using the formula:

$$n_0 = \frac{pqz^2}{e^2}$$

Where;

n = Sample Size

p = Population portion assumed to be 50% (0.5)

z = Score at confidence level 95% is 1.96.

q = 1 – p is (0.5)

With p and q set at 50%, a confidence level of 95% was used, z = 1.96 and the sampling error of e = +5%. Thus, sample size n becomes:

N = 104 Level Four government hospitals

$$n = (0.5*0.5*1.96^2)/0.05^2$$

= 384

The Sample size was = $n / (1 + n/N)$

$384 / (1 + 384/104) = 384/4.69$

= 82 Level Four government hospitals.

Using this formula, a sample size of 82 Level Four Hospitals were selected for the purpose of this study as shown in Table 4;

Table 4: Sample Size Distribution

#	Category (Level Four Hospitals)	No. of Institutions	Computation	Sampling Method	Sample Size	Percentage (%)
1.	County referral hospitals	22	82 (22/104)	Simple random	17	21
2.	Sub-county hospitals	82	82 (82/104)	Simple random	65	79
Total		104			82	100

The unit of observation comprised selected respondents working in Level Four government hospitals in Kenya. There are three management levels in Level Four hospitals. Top-level comprises of County Hospital Administrator who is a Principal Medical Officer, Head of Nursing Services, Head of Clinical Services and Head of Administration. Level two managers are the Senior Nursing Officers in outpatient clinics, inpatient services and specialised clinics, Deputy heads in clinical outpatient services, clinical inpatient services, diagnostic and rehabilitative services and pharmacy, customer care officer and head technical services. Level three managers are in charge of specific services.

This study targeted two management levels consisting of the top-level and second level management staff since they are responsible for strategy and policy formulation in the institution. The researcher randomly selected 2 officers from each category. This summed to 4 participants from each category. The target participants in the county referral and sub-county hospitals are largely considered homogenous and any major diversity was

captured in the demographic data. A sample size of 328 (82*4) participants were obtained from selected county referral hospitals and sub-county hospitals.

3.6 Data Collection and Instruments

Structured and unstructured questionnaires were used to collect primary data. Based on the research objectives, all questions were organised and unstructured. The research was both quantitative and qualitative. The County Executive Committee Member (CECM) was given structured and unstructured questionnaires and interview guidelines to collect primary data. 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. Allwood (2012) argues that mixed method is recommended as it highlights and quantify causal relationships and to analyze numbers instead of exploring and describing situations.

The items in questionnaire were constructed using the Likert scale type of question. The questionnaire had sections. Section A had the demographic characteristics of the respondents. Section B consisted of statements on Employee motivation; Section C looked into Strategy implementation in the organisation and Section D looked at the Stakeholder Engagement in place while Section E consisted of statements on Performance of Level Four hospitals under the study.

3.7 Pilot Study

To determine the validity and reliability of the devised data collection tool, a pilot study was conducted. Cronbach alpha test was used to test for reliability and the benchmark was 70%, which as Tavakal and Dennick (2011) argued is a good measure of consistency. Pilot testing helps spot the flaws in the research tool (Watson, Fico, Riffe & Lacy, 2019). This study used 10% of the sample size as supported by Meyers, Gamst and Guarino (2016). Therefore, a total of eight Level Four hospitals were randomly selected for piloting. The questionnaires were distributed to two officers from the top and middle

management levels. To prevent bias, this sample was left out of the final analysis. The questionnaire for the pilot study were distributed through drop and pick to the selected respondents and thereafter telephone follow up to ensure maximum response rate.

3.7.1 Validity

Validity concerns what research instrument measures, and how well it does so (Mohajan, 2017). Validity holds that, the precision of the information is derived from the results (Mugenda & Mugenda, 2003). The validity test is mainly divided into four types of content validity, face validity, construct validity, and criterion-related validity (Creswell & Creswell, 2017). Face validity gives a quick assessment of what the test is measuring however it exhibits some level of bias as it depends on the familiarity of the assessors concerning the subject matter (Mohajan, 2017).

This study used content validity. This is because content validity ensures that the questionnaire has an adequate set of items that represent the concept (Sekaran & Bougie, 2016). Content validity also gives an extent to which the instrument provides sufficient coverage of the investigative questions guiding the study (Heale & Twycross, 2015). Content validity is considered good when the instrument contains a good representative sample of the whole area of study interest (Mohajan, 2017). Construct validity is subject to the way a construct is operationally defined by empirically grounded theory. Criterion-related validity appropriateness is based on the qualities of relevance, availability, freedom from bias, and reliability (Sekaran & Bougie, 2016).

The study applied content validity. Content validity was achieved by structuring the questionnaire into sections. Each section contained a specific variable, and this was achieved through the help of supervisors to confirm if the theoretical dimensions emerge as conceptualised for this study. Mohajan (2017) observes that any obscure, ineffective and non-functioning questions in the research tool should be expunged. In this study, the questionnaire was reviewed by the researcher and the supervisors. Unclear questions were reframed, some questions added, and others discarded. This method was successfully employed by Kihara (2017). Content validity was increased by reviewing questionnaires and questions used in similar studies.

3.7.2 Reliability

Reliability is the ability, consistency and accuracy of the research tool to get the required information repeatedly (Cooper & Schindler, 2014). Reliability tests include test-retest, parallel reliability, alternative forms, Inter-rater, split- halves and internal consistency (Chakrabartty, 2013). The test-retest entails administering the same test twice, parallel reliability involves administering different versions of an assessment to test the same construct (Chakrabartty, 2013).

To achieve reliability in this study, the researcher used inter-rater reliability. This was achieved by issuing the data collection tools or questionnaires to different senior executives of the same organisations to gauge how their judgment of the same constructs would produce similar results. This research used Cronbach's alpha coefficient of reliability to test internal consistency. The greater the score, the extra reliable the developed scale is. According to Bryman and Bell (2011), a Cronbach's alpha of 0.7 indicates satisfactory dependability. Observations made during the pilot testing exercise helped to improve the nature of the details in the questionnaire. The reliability shows consistent results without bias. The reliability coefficient falls between 0 and 1 (Saunders & Lewis, 2016). There is adequate reliability when there is an alpha of 1 and no reliability when the alpha is at 0. The reliability is higher when the Cronbach alpha is high. Low alpha may mean the items are not suitable and should be expunged or revised (Sekaran & Bougie, 2016).

3.8 Data Processing and Analysis

Data analysis is the process of analysing gathered data and drawing conclusions from it (Oso & Onen, 2011; Kombo & Tromp, 2011; Cooper & Schindler, 2014). 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 analysed and reported in verbatim form. Quantitative data set was first analysed then qualitative data used to enrich and inform the quantitative findings. This was then followed by testing of the hypothesis and diagnostic tests. These tests check if

the basic premises of linear regression are true. Linearity was tested using scatterplots and analysis of variance (ANOVA). To check for normality, the study applied graphical method, skewness and kurtosis statistic and Kolmogorov-Smirnova and Shapiro-Wilk Test to detect the departure from normality as recommended by Park (2008). The dependent variable is regarded fit on a linear model when it is normally distributed for one to fit a linear model to some given data (Ghasemi & Zahedias, 2012).

A normality test was, thus, carried out on the dependent variable, Performance of Level Four government hospitals. If the significance level is ≥ 0.05 , the data is perceived to be normally distributed and if less than ≤ 0.05 , the distribution of data is not considered normal. To test whether data are normally distributed or not; the research used Shapirowilk test as recommended by Ghasemi and Zahediasl (2012). The study adopted the scatter diagram to test linearity. The linearity assumption was tested by scrutinizing a scatter plot. Errors in entry and legitimate observation were checked in the scatter plots. If it is due to error, it is removed. If it is legitimate observation, it is retained. The scatter plot also revealed the nature of correlation between study variables.

On heteroscedasticity, the researcher tested the presence of Heteroscedasticity using Glejser test. Heteroscedasticity presupposes homogeneous variances and uniform distribution of the model's errors among all data. The test also argues that the model or variance of errors is not always the same for the observation. The analytical procedures, inspection visually from the plotted residuals and the fitted values as recommended by Williams (2015). Multicollinearity tested the interrelation between the independent study variables. The concept of multicollinearity was examined using the Variance Inflation Factor (VIF). The VIF is larger when multicollinearity is stronger (Groebner, Shannon, Fry & Smith, 2008). If it is more than 0.7, there may be a multicollinearity issue, hence the variance inflation factor must be used to validate this (VIF). If the VIF is 10 or more, multicollinearity is established; if it is lower, there is no multicollinearity. There is a thumb rule that when the VIF is above 5.0, then there is a problem with the multicollinearity and any score of VIF greater than 10 will render the regression model invalid (Zikmund, Babin, Carr & Griffin, 2010). When multicollinearity is found, one of the two highly linked variables should be removed from subsequent analysis in order to address the issue (Yu, Jiang & Land, 2015).The relationships between employee

motivation, the independent variable(s) and organisational performance, the dependent variable was tested through regression analysis. Multiple linear regressions, as suggested by Baron and Kenny's test was examined the role of stakeholder engagement on the relationship between employee motivation on the organisational performance. Simple linear regression analysis, using Baron and Kenny's four-step mediation methodology examined on the relationship between employee motivation, strategy implementation and organisational performance. The outcome was predicted by the model:

3.9 Hypotheses Testing

Hypothesis testing is a statistical procedure for accepting or rejecting the null hypothesis based on the estimates of a specified model, (Moshagen & Erdfelder, 2016) and these were tested using the regression p-values thus controlling for any multicollinearity in the predictor variables, hence isolating the most critical factors determining the variance in the dependent variable. The null hypotheses are highlighted in chapter two.

3.9.1 Model for the Study

The significance of the independent variable (employee motivation) on the dependent variable (organisational performance) was tested using the weighted linear model: In order to facilitate application of regression model incorporating the moderating and mediating variables, the independent variable was computed from weighted averages of the constructs (Seltman, 2015).

According to Talukder, Blay-Palmer, Hipel and VanLoon (2017), a typical composite indicator can be built from a weighted linear aggregation rule that is applied to a set of variables as follows:

Where:

x_i = normalised variable

w_i = weight attached to x_i

$\sum_{i=1}^n w_i = 1$ and $0 \leq w_i \leq 1, i = 1, 2, \dots, n$.

Thus, the composite variable for Employee Motivation was established using the following equation:

$$EM = \sum(w_1P_{SC} + w_2P_{WE} + w_3P_{IR} + w_4P_E + w_5P_A + w_6P_{JS} + w_7P_P) \dots\dots\dots(X_1)$$

Where;

EM = Composite variable for Employee Motivation

w_1, w_2, w_3, w_4 = relative weight of each aspect of the Employee Motivation variable

$P_{SC}, P_{WE}, P_{IR}, P_E, P_A, P_{JS}, P_P$ = components of the Employee Motivation variable (Salary & Compensation, P_{SC} ; Work Environment, P_{WE} ; Incentives & Rewards, P_{IR} ; Empowerment, P_E ; Autonomy, P_A ; Job security, P_{JS} ; Promotion, P_P ;

The model for the study:

$$OP = \alpha_0 + \beta_0EM + \varepsilon \dots\dots\dots (1)$$

Where:

OP = Organisational Performance

EM = Employee Motivation

α_0 = Constant

β_1 = Beta coefficients

ε = Error term

$$OP = \sum(w_1P_P + w_2P_{ET} + w_3P_{QWL} + w_4P_{CS} + w_5P_G) \dots\dots\dots(X_2)$$

w_1, w_2, w_3, w_4, w_5 = relative weight of each aspect of the Organisational Performance variable

$P_P, P_{ET}, P_{IR}, P_{QWL}, P_{CS}, P_G$ = components of the Organisational Performance variable (Productivity, P_P ; Employee Turnover, P_{ET} ; Quality of Work Life, P_{QWL} ; Customer Satisfaction, P_{CS} ; Growth, P_G

The model for the study:

$$OP = \alpha_0 + w_1P_{SC} + w_2P_{WE} + w_3P_{IR} + w_4P_E + w_5P_A + w_6P_{JS} + w_7P_P + \varepsilon \dots\dots\dots (2)$$

Where;

α_0 = Constant

OP = Composite variable for Organisational Performance

3.9.2 Mediation Model

Four Step Mediation Methodology (Baron & Kenny, 1986) was used to establish the mediating effect of Strategy implementation on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

$$SI = \sum(w_1P_{OS} + w_2P_{OC} + w_3P_{RA} + w_4P_C + w_5P_{MC}) \dots\dots\dots(X_3)$$

w_1, w_2, w_3, w_4, w_5 = relative weight of each aspect of the Strategy implementation variable

$P_{OS}, P_{OC}, P_{IR}, P_{RA}, P_C, P_{MC}$ = components of the Strategy implementation variable (Organisational Structure, P_{OS} ; Organisational Culture, P_{OC} ; Resource Allocation, P_{RA} ; Communication, P_C ; Monitoring & Control, P_{MC})

Step1: a regression analysis of SI Predicting OP

$$OP = \alpha_0 + \beta_1SI + \varepsilon \dots\dots\dots (6)$$

Step 2: a regression analysis of EM Predicting SI

$$SI = \alpha_0 + \beta_1EM + \varepsilon \dots\dots\dots (7)$$

Step3: a regression analysis of SI Predicting OP:

$$OP = \alpha_0 + \beta_2SI + \varepsilon \dots\dots\dots (8)$$

If the relationship is significant then proceed to:

Step 4: a regression analysis of EM and SI Predicting OP

$$OP = \alpha_0 + (\beta_1EM) + \beta_3SI + \varepsilon \dots\dots\dots (9)$$

OP = Organisational Performance;

SI = Strategy Implementation

EM = Employee Motivation,

β = Coefficient parameters to be determined

ε = Constant error

Steps 1-3 explained the zero-order relationship variables in the study. Situations where one or more of the relations is non-significant depicts no possibility of mediation (Baron & Kenny, 1986). If Steps 1-3 reveal that there is significant relationships, then one proceeds to Step 4 where the mediation is supported if the effect of SI remains significant after controlling for EM. 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.

3.9.3 Moderation Model

Regression analysis as suggested by Baron and Kenny (1986) was used to establish the moderating effect of Stakeholder Engagement on the relationship between Employee motivation and Performance of Level Four government hospitals in Kenya. The model checks the prediction of the dependent variable, “OP”, differs across levels of a third variable, “SE”. Since the moderating variable affects the strength and direction between the independent and dependent variable, the test involves determination of the statistical significance of the interaction term (Whisman & McClelland, 2005).

$$SE = \sum(w_1P_{SI} + w_2P_{OC} + w_3P_{IESP} + w_4P_{SM} + w_5P_{VC}) \dots\dots\dots(X_4)$$

w_1, w_2, w_3, w_4, w_4 = relative weight of each aspect of the Stakeholder Engagement variable

$P_{SI}, P_{OC}, P_{IESP}, P_{SM}, +P_C, P_{VC}$ = components of the Stakeholder Engagement variable
 Stakeholder Involvement, P_{SI} ; Internal & External Stakeholder Participation, P_{IESP} ;
 Stakeholder Monitoring, P_{SM} ; Communication, P_C ; Value creation, P_{VC}

$$OP = \alpha_0 + (\beta_1EM) + \varepsilon \dots\dots\dots (3)$$

$$OP = \alpha_0 + (\beta_1EM) + (\beta_2SE) + \varepsilon \dots\dots\dots (4)$$

$$OP = \alpha_0 + \beta_1EM + \beta_2SE + (\beta_2EM*SE) + \varepsilon \dots\dots\dots (5)$$

Where:

OP = Performance of Level Four government hospitals; EM = Employee Motivation; SE = Stakeholder Engagement; α_0 = constant (intercept); β =Coefficient parameters to be determined, composite* =interaction term, ε = Error/disturbance)

ε = Constant error

3.9.4 Mediation – Moderator Model

A conditional process analysis as suggested by Hayes and Rockwood (2020) was used to establish the mediation – moderator effect on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

$$\text{Model 1: } OP = \alpha + \beta_1 * EM + \varepsilon \dots\dots\dots (10)$$

$$\text{Model 2: } OP = \alpha + \beta_1 EM + \beta_2 SI + \beta_3 SE + \beta_3 SI * SE + \varepsilon \dots\dots\dots (11)$$

Where:

OP = Performance of Level Four government hospitals; SI = Strategy Implementation; SE = Stakeholder Engagement; EM = Employee Motivation; α_0 = constant (intercept); β =Coefficient parameters to be determined, composite* =interaction term, ε = Error/disturbance)

Table 5: Research Objectives, Hypothesis, Analysis and Interpretation

Objectives	Null Hypothesis	Analysis & Model estimation	Interpretation
To determine the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.	There is no significant relationship between employee motivation and Performance of Level Four government hospitals in Kenya.	Correlation and multiple regression analysis OP = Organisational Performance $OP = \alpha_0 + \beta_1 EM + e$ EM = Employee Motivation α_0 = Constant β_1 = Beta coefficients e = Error term	Reject the Null hypothesis if $p \geq 0.05$ and accept the alternative hypothesis.
To establish the mediating effect of strategy implementation on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.	There is no significant mediating effect of strategy implementation on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.	Four step mediation methodology (Baron, & Kenny, 1986) Step 1: $OP = \alpha_0 + \beta_1 SI + e$ Step 2: $SI = \alpha_0 + \beta_1 EM + e$ Step 3: $OP = \alpha_0 + \beta_2 SI + e$ If the relationship is significant, proceed to Step 4: $OP = \alpha_0 + \beta_1 EM + \beta_2 SI + e$ Where: Organisational Performance EM = Employee Motivation SI = Strategy Implementation e = Error term	R2 Coefficient of 1 indicate perfect predictability of the model. ANOVA – F – test with P- value of ≤ 0.05 shows the model has predictive ability. Reject HO if $P > 0.05$. If SI is not significant when EM is controlled, then there is full mediation but if both EM and SI significantly predict OP then there is partial mediation.
To establish the moderating effect of stakeholder engagement on the relationship between employee motivation and Performance of Level	There is no significant moderating effect of stakeholder engagement on the relationship between employee motivation and Performance of Level	Regression analysis (Baron & Kenny (1986) $OP = \alpha_0 + \beta_1 EM + e$ $OP = \alpha_0 + \beta_1 EM + \beta_2 SE + e$ $OP = \alpha_0 + \beta_1 EM + B_2 SE + \beta_2 EM * SE + e$ OP = Organisational Performance	R2 Coefficient of 1 indicates a perfect predictability of the model. Reject the Null hypothesis if $p \geq 0.05$ and accept the alternative hypothesis. $p \leq 0.05$ shows the model to have a predictive ability. R2 coefficient of 1 shows a perfect predictability of the

Objectives	Null Hypothesis	Analysis & Model estimation	Interpretation
Four government hospitals in Kenya. To determine mediation – moderator effect on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.	Kenya. There is no significant mediation – moderator effect on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.	SI= Strategy Implementation SE = Stakeholder Engagement e = Error term Stepwise regression analysis: Model 1: $OP = \alpha + \beta_1 * EM + \epsilon$ Model 2: $OP = \alpha + \beta_1 EM + \beta_2 SI + \beta_3 SE + \beta_3 SI * SE + \epsilon$ Where; OP = Organisational Performance EM = Employee Motivation SI= Strategy Implementation SE = Stakeholder Engagement ϵ = Error term	model. Reject Ho if $P > 0.05$. if R2 is positive it means enhancing moderation. Reject the Null hypothesis if $p \geq 0.05$ and accept the alternative hypothesis

3.10 Ethical Considerations

Various steps were undertaken to avoid going against the ethical standards of research.

3.10.1 Informed Consent

The research shall adhere to ethical standards and thus provide assurance about the integrity of the study. The researcher officially wrote to the respondents for their informed consent. A consent form was written to the respondents explaining the nature of the research and confidentiality of any information obtained was assured. Permit and authority letter was obtained from the Management University of Africa and the National Commission of Science, Technology, and Innovation (NACOSTI) before proceeding to the field to collect data. The consent forms were given to the participants for their informed consent. Prior to data collection exercise, respondents were informed that there would be no direct benefits or losses incurred if they failed to participate in the study.

3.10.2 Voluntary Participation

The participants voluntarily and verbally agreed to participate in the study. The participants were also made aware that they might withdraw from the study at any time if they did not want to continue. An introductory statement was placed on every research tool.

3.10.3 Confidentiality

The study addressed the issue of confidentiality by promising participants that the information they gave would only be used for data analysis and would not be shared with outside parties. Pseudonyms were used in respect of the respondents from the institutions. This was done to make sure that confidentiality requirements are scrupulously observed.

3.10.4 Privacy

Permission was sought from the respective institutions and assurance given to the participants that there will be no access to authorized third parties. The researcher guaranteed privacy and security of the information obtained from the respondents by restricting unauthorized parties from accessing the information containing features that could reveal the respondent identification

and data files carefully controlled. Rightful credits were given to the articles used in the document to avoid cases of plagiarism, authorship and copyrights.

3.10.5 Anonymity

Respondents were assured that any information they provide would not harm them or be used for selfish, commercial or personal gains but would be meant for academic purposes. The participants were assured that information they provided would not be linked directly to them. Additionally, the study was founded on the ethical requirements of full disclosure, fair treatment, and privacy.

3.11 Chapter Summary

The philosophical and methodological foundations are covered in this chapter. The chapter also discusses data processing and analysis, hypotheses testing and ethical considerations. Data analysis and research results and will be presented in the next chapter.

CHAPTER FOUR

DATA ANALYSIS AND RESEARCH RESULTS

4.1 Introduction

This chapter presents data analysis and research results. The study analysed the relationships between employee motivation, strategy implementation, stakeholder engagement and Performance of Level Four government hospitals in Kenya. Collected data was edited, classified, coded and tabulated. The data was then analysed using descriptive and inferential statistics, response rate results are discussed in section 4.3 whereas the results of the demographic and the pilot survey are presented in section 4.4. The pilot survey section entails validity, reliability, diagnostics tests and factor analysis. Section 4.5 presents the descriptive statistics for employee motivation, strategy implementation, stakeholder engagement and Performance of Level Four government hospitals. Sections 4.6 and 4.7 respectively present correlation analysis and hypothesis testing. Hypothesis testing is done for the relationship between employee motivation and Performance of Level Four government hospitals; the mediating effect of strategy implementation on the relationship between employee motivation and Performance of Level Four government hospitals; the moderating effect of stakeholder engagement on the relationship between employee motivation and Performance of Level Four government hospitals performance. The last hypothesis testing was on the mediation – moderator effect on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

4.2 Content Analysis

Content analysis was conducted to establish correlations and patterns in relation to respondents' feedback to open ended questions on key concepts of the research, employee motivation, strategy implementation, stakeholder engagement and organisational performance, and the relationship between the concepts and their contextual dimensions. These responses complemented the quantitative data collected using closed ended questions. The responses were categorized in form of themes for ease of making qualitative inferences and drawing conclusions. The emerging themes were developed and analysed based on the research objectives. The findings are summarised into four thematic areas as presented below.

4.2.1 Managing Employee Motivation for Improved Organisational Performance

The study sought to establish the ways in which employee motivation affects organisational performance and how it can be managed in order to enhance performance in the organisation. Several aspects of employee motivation were identified as critical to organisational performance and to some extent the overall Performance of the organisation. It was noted that employees who are motivated are devoted to their employers and see the worth and social status in their work. They are motivated to find their best self for the organisation as a result. Workflow is always more productive when people are putting in their all at the office. As a result, businesses are better able to deliver high-quality work. Employees can eventually assume greater duties without lowering the calibre of their work. As a result, the organisation may efficiently boost quality and production with the aid of its engaged employees. As a result, businesses can reward and motivate staff members appropriately while also hiring new people to boost productivity broadly.

For each organisation to remain afloat, a healthy profit margin is required. This profit is based on the volume and calibre of an organisation's output. Numerous actions can be taken by organisations to maintain employee motivation. Organisations may produce more work of higher quality and volume with the help of a motivated staff. As a result, the profit margin can be raised appropriately. An increase in profit enables management to provide staff with increased pay, incentives, awards, and benefits. This makes employees continue to be interested and devoted to the organisation as it grows.

Organisations incur reasonable financial losses as a result of employee churn. Each organisation devotes a lot of time and money to providing employees with the training they need to grow their careers and preserve their welfare. Therefore, all of this time and money become unavailable to the organisation when there is personnel turnover. Because of this, motivation within a organisation is crucial. Organisations that maintain employee motivation can considerably lower turnover. Employers may maximise employee potential and maintain staff engagement by using the proper motivating strategy. Employees consequently tend to change employment less frequently. As a result, businesses may successfully cut both the cost of turnover and the expense of hiring and training new staff. It enables businesses to maintain consistent production while experiencing smooth expansion.

The majority of workers today are more concerned with maintaining a healthy work-life balance. This trend has been observed among millennial employees, who are increasingly prevalent in modern organisations. Organisations that maintain employee motivation, can provide employees with a healthy work-life balance. Employees are given the chance to keep their personal and professional lives distinct and to give each the appropriate amount of priority. Employees will be able to contribute their best job with this option and will be able to deal with any personal matters in their own time. As a result, workplace productivity rises and a great workplace culture is created.

The quality of the work is driven by employee motivation, which increases performance within a business. Production can continue unhindered when employers maintain staff motivation. As a result, organisations obtain excellent workflow harmony, which positively affects productivity. A smaller margin of error results from a smoother workflow. As a result, the product quality has greatly improved. Additionally, motivated employees execute their jobs much better than those that lack motivation. Employee aptitude and skill levels greatly increase with improved motivation. As a result, people participate more actively in the production process and produce superior goods. These goods boost the organisation's market value and have the potential to establish its reputation.

Customer happiness is essential for any organisation. It aids in the development of devoted audiences and the development of the organisation into a well-known brand. When an organisation has a sufficient number of motivated personnel, they give their all to improve the quality of the end product. Additionally, they make every attempt to resolve any issues with the goods or services that their organisation markets. Employees that deal with consumers face-to-face have a big say in how satisfied they are. Employees who are adequately motivated will work hard to ensure that the customer is happy with the product or service. An organisation's recognition and reputation grow when customers are pleased with its goods or services. Consumers are kept happy as they receive the greatest things for their money with high-quality products and excellent customer service. As a result, consumer satisfaction considerably rises (Kalogiannidis, 2021).

4.2.2 Managing Strategy Implementation for Improved Organisational Performance

The study assessed the role strategy implementation plays in the organisation and how it can be managed to improve organisational performance. It is reckoned that Strategy implementation is critical aspects of any business success and the implementers need to take much attention in understanding the strategies (Misankova & Kocisova 2014). Strategic management is crucial for the effectiveness of organisations. According to statistics, many carefully crafted strategies are unsuccessfully put into practice due to implementation issues. Effectively implemented strategies result in improved organisational performance.

Applying the right strategies in an organisation is crucial for improving organisational performance, according to scientific studies from a strategic management perspective. The only difference between formulation and operationalisation is the number of parties involved. No strategy would be implemented, no matter how good it was, without a well-planned implementation program. Businesses should expect increased returns on investment thanks to better plan implementation. When a plan is implemented well, an organisation can experience significant gains in terms of increased customer satisfaction, loyalty, and repeat business.

Low employee self-esteem, low staff retention, low customer happiness, and weak organisational performance could be indicators of inadequate plan implementation. Elbanna, Andrews and Pollanen, (2016) discovered that businesses that place an emphasis on effective strategy execution experienced twice the level of financial success as those who implement poorly. Although successful implementation is essential to an organisation's success, it can be challenging at times. Possibilities exist that without the creation of organisational strategy, successful organisational strategy implementation, and organisational route of operation establishment, strategy implementation may fail to take off. As a result, for performance to be realised, measures to assure the strategy's proper implementation must be put in place.

The relationship between strategy implementation and performance is influenced by both hard (such as the hierarchy of jobs in the organisational and administrative processes) and soft (human capital-related) variables, as well as mixed factors. Because most businesses and their managers overlook the crucial role of strategy execution, the majority of firms do not report good performance outcomes (Somi, 2017).

4.2.3 Managing Stakeholder Engagement for Improved Organisational Performance

The study assessed the ways in which stakeholder engagement can be managed for effectiveness in influencing organisational outcomes, particularly organisational performance. The findings revealed that organisation's success depends on its ability to interact with its stakeholders. An organisation needs a clear vision that comes from a thorough strategic planning process in order to flourish, and stakeholder participation is the only way to produce an effective strategic plan or marketing plan.

Speaking with a stakeholder directly gives you the chance to understand not only their point of view, but also to uncover fresh information that could give the organisation a competitive edge. Make careful to include a variety of viewpoints in your outreach to make sure you are getting all sides of the story. The knowledge you gain from the above-mentioned new viewpoints may cause you to reconsider a choice and give you more information. Or even better, feedback from your stakeholders can support a choice you have already taken. It never hurts to look at a subject from a different angle, and making a decision with knowledge should always be the objective.

By contacting stakeholders, you demonstrate your appreciation for their viewpoint. By working together, you can increase people's confidence in you and your organisation. Rebuilding trust can be a difficult, drawn-out process, but it begins with making sure that all of your stakeholders feel like they have a seat at the table. This can be especially helpful if you're working in the wake of a disaster. Stakeholder engagement can ultimately result in time and cost savings. According to data, businesses that involve stakeholders increase their odds of completing a project on schedule and under budget. Savings may result from removing obstacles and reducing unpleasant shocks that could hinder your organisation's workflow.

You could get assistance from both groups and individuals in spotting possible dangers before they endanger your project or organisation. The harm (both financial and non-financial) that these dangers could do is also eliminated by preventing them. Ultimately, improving responsibility within your own business as well as with external audiences requires connecting with both groups and people. Be open and honest about the goals you have for yourself as well as the measures you are doing to get there. Don't forget to update your stakeholders on your progress by following up with them (Gupta, Crilly & Greckhamer, 2020).

4.2.4 Improving Organisational Performance

The study assessed ways in which organisational performance can be improved in the level four government hospitals in Kenya. The quality of work done in the organisation reflects the commitments and passion of employees in the organisation (Scott, 2016). Understanding how resources, people, and procedures interact is the first step in enhancing an organisation's efficacy. The value chain of the organisation is understood to be the general process flow from resource consumption to service delivery. Determining which of these process chains are supporting and which are key operations is crucial. Additionally, each department will have a unique set of fundamental procedures that specify its ultimate goal and contribution to the organisation as a whole. Assimilation of this process information will aid in ensuring departmental alignment and efficient departmental execution as a cog in the overall organisation.

The second step will address strategy and organisational goals after there is a solid understanding of the value chains. The determined core process must be in line with the strategy and goals. But which should be completed first, the value chain or the strategy? It is not recommended to think about the offered methods in order. There is a back and forth between strategy and objectives and the defining of the value chain until equilibrium is reached. The strategic plan's statement of strategy and objectives will have an effect on the value chain's design, which may necessitate changes. Therefore, the strategic plan is crucial to efforts to increase organisational effectiveness.

Aligning the organisational structure with the plan is the last phase. A strategic plan assessment will reveal some admirable goals and projects. The organisational structure and these objectives can be mapped, although there are differences that may be seen. Various organisational units frequently do not align with the strategy or are not impacted by the strategic plan. In many instances, each organisational unit selects from the broader strategic plan what it perceives to be its primary focus. The ability to involve all organisational units in making the organisation the best it can be is a differentiator of an effective organisation.

Organisational effectiveness must be measured in order to guarantee continued success, and there are various methods that can be employed. The most well-known is the balanced scorecard, which creates a comprehensive picture of how well the organisation is operating by measuring internal organisational performance from a customer-facing perspective through learning and

development. The balanced scorecard needs to be connected to strategy in order to make sure that management stays on course in accordance with its strategic plan.

The business also needs to show that it is committed to keep enhancing its procedures if it wants to be effective. This will necessitate the use of feedback mechanisms, internal and external communication channels, and the careful consideration of improvement ideas. If nothing ever changes, apathy for the organisation will spread, resulting in stagnation and inefficiency. Organisations will be very effective if they have a solid strategic plan, can convey it to the organisation, track their progress, and analyse their procedures for ongoing development (Castelli, 2016).

4.3 Response Rate

The response rate was utilised to determine the sample size's representativeness. The response rate is critical to the reliability of the research findings. A low response rate, in most cases, reduces the statistical power of the data obtained and undermines the dependability of the results. As a result, the researcher's capacity to generalise the findings to a larger target audience suffers. Furthermore, a low response rate may indicate a non-response bias within the sample. If the participants' non-response is unequal in terms of exposure or outcome, a low response rate may result in sampling bias. In this study 328 questionnaires were administered to the top-level and second level management staff and the response results are as shown in Table 6.

Table 6: Response Rate

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

According to the results in Table 6, 267 respondents completed and returned their surveys, resulting in an 81.4% response rate. A descriptive study can be regarded adequate if the response rate is greater than 50%, according to Mugenda and Mugenda (2003) and Kothari and Garg (2014). Return rates of 60% or above are considered good by Babbie (2004), and return rates of

70% or higher are considered extremely good. As a result, 81.4% was deemed extremely good for the study.

4.4 Demographic Characteristics of Respondents

Respondents' demographic traits are their characteristics. Demographic information gives data on research participants and is required to determine whether the individuals in a study are a representative sample of the target population for generalisation purposes. The demographic characteristics on which data was collected in this study included sex, age, level of education of respondents and years or duration the respondents have worked in their respective Level Four government hospitals. The impact of each demographic trait is described in the sections that follow.

4.4.1 Gender of Respondents

Data was collected on gender for the respondents to establish the gender diversity of the top-level and second level management staff. The respondents were asked to indicate their gender to establish the gender diversity in top-level and second level management staff. This was achieved by using the frequency of the respondents that responded to being male or female in the questionnaire. The results for gender are as shown in Table 7.

Table 7: Gender of Respondents

	Frequency	Percent
Male	161	60
Female	106	40
Total	267	100.0

The results show that majority of the top-level and second level management staff were male represented by 60% with 40% being female. This implied that the top-level and second level management staff was made up of male gender. Furthermore, gender diversity in businesses generates a more holistic examination of the difficulties a company faces and drives greater effort, which leads to better decision-making and thus higher performance. Higher satisfaction levels resulted from an inclusive workforce, which in turn enhanced organisational engagement, leading in increased performance (Ramati-Navon, Carmeli, & Menahem, 2022).

According to a McKinsey Global Institute (2017) study, a lack of gender diversity is related with a higher risk of poor performance, and organisations that commit to diverse leadership are more successful. Employees in firms lacking gender diversity gave their employers worse ratings for factors such as motivation, aptitude, accountability, and innovation. The gender consequence was that there was less gender diversity in management decision making since men dominated top management positions. According to Zaid, Wang, Adib, Sahyoun and Abuhijleh (2020), there is strong evidence that gender diversity in top management positively affects organisational performance. Not only do certain corporate decisions pertaining to acquisitions and equity offer yield higher announcement returns when they are taken by women rather than men, but gender diversity in the boardroom also improves the monitoring role of the board.

4.4.2 Age of Respondents

Respondents were asked to identify their age groups. This was accomplished by presenting respondents with a variety of years from which to choose. Table 8 displays the results.

Table 8: Age of Top-Level and Second Level Management Staff

	Frequency	Percent
30 years and below	81	30.4
Between 31 to 54 years	101	37.8
55 years and above	85	31.8
Total	267	100.0

The results indicate that 37.8% of the Top-Level and Second level management staff were in the age bracket of between 31 to 54 years followed by 55 years and above who were 31.8%. Those under 30 years and below were 30.4%. This implies that most managers were above middle age. Employee age is an important factor in organisations because it determines how well they can interpret the environment, adapt to changes in the environment, and make decisions for their organisations that will eventually influence their performance (Glaser & Strauss, 2017).

4.4.3 Level of Education

The academic credentials or degrees achieved by an individual are referred to as their education level. The frequency of the respondents' replies on the education category in the questionnaire was used to distribute the respondents by level of education. Table 9 displays the findings of a survey that asked respondents to indicate their degree of education.

Table 9: Level of Education

	Frequency	Percent
Diploma	45	16.9
Bachelor's Degree	96	36.0
Master's Degree	65	24.3
Doctorate or PhD	61	22.8
Total	267	100.0

The results indicated that the majority of top-level and second-level management employees had a bachelor's degree, with 36.0% having a bachelor's degree and 24.3% having a master's degree. A total of 22.8% held a PhD, while 16.9% held a diploma, showing that top-level and second-level management professionals were well qualified. According to Mesáro and Mandiák (2017), education degree is a first step and presupposition for higher managerial performance and results. The implication of the education level was that attaining a higher degree of education by personnel raises the precondition for good results in organisational management. Knowledge and a high degree of education are simply one of the requirements for reaching good outcomes.

Employees with greater levels of education do their tasks better because higher education equips them with information and skills, as well as the capacity and expertise to guide the success of the company. The level of formal education of a person reflects cognitive abilities and traits. High levels of formal education are related with a high ability to process information and distinguish between different alternatives (Mandiák, Mesáro, & Tká, 2018). As a result, the findings suggest that respondents were capable of making educated judgements that could influence organisational success.

4.4.4 Duration of Service

The study sought to find out the years the respondents had worked in the Level Four Hospitals, which was a reflection on the level of experience on management and implementation issues in the organisation. This was achieved by using the frequency of the respondents' response on years of service in the questionnaire. The results presented in Table 10.

Table 10: Years of Service

	Frequency	Percent
Less than 1 year	37	13.9
Between 2 and 5 years	102	38.2
6 to 10 years	82	30.7
11 and above years	46	17.2
Total	267	100.0

The results show that majority of the top-level and second level management staff have had between 2 and 5 years of service in the respective entities, representing 38.2%, followed by 6 to 10 years of service being 30.7%. Those with 11 and above years of service were 17.2% while those with less than 1 year were 13.9%. This was an indication that the top-level and second level management staff are experienced and well versed with strategic decisions of the organisation. The experience gained over time can be used to perform tasks in timelier and more cost efficiently (Plaskoff, 2017).

4.5 Results of the Pilot Survey

Pilot testing is the preliminary review of the interview guide to determine its practicality prior to beginning the research project. Pilot testing the research instrument provides input on the clarity of the respondents' grasp of the interview questions, as well as determining whether the instrument answers to the research questions as intended. The questionnaires for this study were pilot tested on 32 respondents, representing 10% of the study population. Validity and reliability testing were included in the pilot tests.

4.5.1 Validity

The accuracy with which an instrument measures what it claims to measure is characterised as its validity. A validity test is performed to confirm that the measuring scale accurately measures the unobservable construct meant to be measured. According to Bhattacharjee (2012), it can be evaluated using theoretical or empirical methodologies. Theoretical validity assessment, also known as translational/content validity and divided into two sub-types: face and content validity, focuses on how well a theoretical construct's notion is translated into or reflected in an operational measure. The construct validity measures employed in the study were Kaiser - Meyer - Olkin (KMO) and Sphericity.

4.5.1.1 Content Validity

Cooper and Schindler (2014) offered techniques for achieving content validity. Specifically, existing scales from the literature were identified, a data collection instrument was developed, and it was administered to conveniently selected two experts in each field of employee motivation, strategy implementation, stakeholder engagement, and Level Four hospital performance. These experts' suggestions were incorporated into the survey form to improve clarity, comprehensiveness, relevance, significance, and required depth. The instrument was further assessed by peers and during PhD defence forums hosted by the Management University of Africa, and feedback was taken into account.

Supervisors conducted a final evaluation of the data collection tool, and their helpful recommendations were used to fine tune and finalise the research instrument. This technique was carried out to guarantee that the measurement scale items were effectively translated from theory, hence accurately measuring the study's constructs. Because it appeared to the experts that the measure provided appropriate coverage of the idea, it was deemed to have achieved face validity, as claimed by (Zikmund et al., 2010).

4.5.1.2 Construct Validity

The amount to which a test genuinely measures what it promises to measure is referred to as construct validity. Construct validity is the extent to which inferences may be drawn from the study's operationalisations (linking concepts to data) to the constructs on which the operationalisation is based. Because it still relies on people's perception to assess constructs that would otherwise be impossible to measure, this is called a subjective kind of measurement. The Kaiser- Meyer- Olkin (KMO) and test of Sphericity as described by (Dikko, 2016) were used for construct validity.

The Kaiser-Meyer-Olkin (KMO) Test determines if the study data is suitable for factor analysis. The test measures the overall sampling efficiency of the model as well as the sampling efficiency of each variable. The statistic represents how much of the variance among the variables may be attributed to common variance. The lesser the fraction, the better the study data lends itself to factor analysis. In the test, the average response rate for each variable was used. The rule of thumb is that if the KMO value is greater than 0.4 and the P-value of Sphericity is less than 0.05,

the statements are valid, meaning they measure what they claim to measure. Table 11 displays the results.

Table 11: KMO and Bartlett’s Test for Employee Motivation

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.943
Bartlett's Test of Sphericity	Approx. Chi-Square	5677.451
	df	528
	Sig.	.000

The results indicate that the sampling adequacy for employee motivation constructs showed adequacy in the respective samples with all values showing at least 0.6 (KMO=.943, Chi-square (χ^2) = 5677.451, df=528 and sig. level=0.000) implying that the constructs under employee motivation were adequate to measure the objectives in a true and accurate perspective.

Table 12: KMO and Bartlett’s Test for Strategy Implementation

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.884
Bartlett's Test of Sphericity	Approx. Chi-Square	2192.460
	df	190
	Sig.	.000

The KMO and Bartlett’s Test results for strategy implementation indicate that the sampling adequacy value is .884 which is greater than 0.6 at sig. level=0.000 which shows that the statements measuring the constructs under strategy implementation are adequate, accurate and true representation of the objective to be measured by the study.

Table 13: KMO and Bartlett’s Test for Stakeholder Engagement

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.921
Bartlett's Test of Sphericity	Approx. Chi-Square	2315.930
	df	171
	Sig.	.000

The results of KMO and Bartlett’s Test for stakeholder engagement indicates that the constructs are adequate to measure the manifestation of stakeholder engagement (KMO=.921, Chi-square

(χ^2) = 2315.930, df=406 and sig. level=0.000) hence indicating the constructs under stakeholder engagement are accurate and adequate.

Table 14: KMO and Bartlett’s Test for Organisational Performance

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.925
Bartlett's Test of Sphericity	Approx. Chi-Square	10077.308
	df	1275
	Sig.	.000

The KMO and Bartlett’s Test results shows organisational performance constructs are adequate to measure the manifestation of organisational performance (KMO=.925, Chi-square (χ^2) = 10077.308, df=1275 and sig. level=0.000). This depicts that accurate and true results was obtained from the instrument after main survey.

4.5.2 Reliability Test

Reliability refers to the ability of an instrument to deliver repeatable and steady measurements. Reliability also estimates how correctly a certain variable or construct in the study is represented by the data acquired (Mugenda & Mugenda, 2003). The goal of reliability is to reduce biases and inaccuracies in a study (Yin, 2014). To assure the study instrument's reliability, a pilot survey was conducted prior to data collection to test and improve the flow and clarity of the questionnaire (Cooper & Schindler, 2014).

Cronbach's Alpha (Cronbach, 1951) was employed in this work to assess the reliability of the hypothesised constructs. Cronbach's alpha is a function of internal consistency or interrelatedness of items, according to Tavakol and Dennick (2011), and was thus utilised in the study. The alpha can range between 0 (no internal consistency) and 1 (full internal consistency). Tavakol and Dennick (2011) concur that an alpha value of 0.7 is the minimum acceptable amount, with values of 0.8 and higher adding little to the scale of reliability.

As a result, in accordance with the arguments advanced by the preceding authors, the minimum acceptable value of alpha for a measurement scale to be considered reliable was set at 0.7, with an alpha value greater than 0.9 considered very good (Cooper & Schindler, 2014). Table 15 shows the results regarding reliability.

Table 15: Reliability Test

Variables	Items	Cronbach Alpha	Remark
Employee Motivation	33	0.946	Reliable
Strategy Implementation	20	0.880	Reliable
Stakeholder Engagement	19	0.871	Reliable
Organisational Performance	51	0.952	Reliable

The findings from the variables' summarised results in Table 15 reveal that Cronbach's alpha for all items were all above 0.7, indicating that the instrument was sufficiently reliable for measurement and hence acceptable. All variables were dependable and acceptable because their Cronbach's alpha values were greater than 0.7.

4.5.3 Diagnostics Tests

The study used various diagnostic tests to ensure that the Classical Linear Regression Model (CLRM) postulations were not violated and to pick the suitable models for investigation if the CLRM postulations were breached. As a result, prior to running a regression model, pre-estimation and post-estimation tests were performed. The normality, multicollinearity, heteroscedasticity, and linearity tests were used in this example as pre-estimation tests. The next sections go over each of them.

4.5.3.1 Normality Test

A normality test determines whether the data have been accurately modelled and have a normal distribution (linear). Avioli (2012) demonstrated that the normal distribution might be used to assess descriptive, normalcy, and verification tests. According to Singh and Masuku (2014), non-normality in these tests indicates that the data contains outliers, various modes, wrong measurement equipment, inaccurate distributions, zero/infinite bounds, or sparse collections (Ghasemi & Zahediasl, 2012). In order for a linear model to fit, the dependent variable must have a normal distribution. There are numerous normality tests, including the Shapiro-Wilk, Kolmogorov-Smirnov, and Anderson-Darling tests.

The Shapiro-Wilk test was employed to determine the normality of the variables because it has the highest power of all normality tests. The hypothesis was tested at a critical value of 0.05, with the criterion being that if the probability (P) value is greater than 0.05, reject H₀; otherwise,

do not reject. Given that the study's analysis used a multiple regression model, which requires a normally distributed dependent variable, the dependent variable was thus normally distributed. The hypothesis was that;

H₀: The data is not normal in distribution

H₁: The data is normal in distribution

The results for normality are as shown in Table 16.

Table 16: Test for Normality

	Shapiro-Wilk		
	Statistic	df	Sig.
Employee Motivation	.854	267	.065
Strategy Implementation	.994	267	.361
Stakeholder Engagement	.765	267	.162
Organisational Performance	.996	267	.798

Table 16 showed that employee motivation, strategy implementation, stakeholder involvement, and organisational performance all had $p > 0.05$. Because $p > 0.05$, the results revealed that the data on each variable was normally distributed, and so the normality condition was met. As a result, the null hypothesis that the data is not normally distributed was rejected.

4.5.3.2 Test for Multicollinearity

A significant correlation between the independent and dependent variables is typical of multicollinearity. For each variable in the study, the independent average was employed. According to Yu et al. (2015), where VIF 10 indicates the presence of Multicollinearity, Multicollinearity was assessed using variance inflation factor VIF in all analyses and it ranged from 1 to 4, which would not be cause for concern.

The tolerance of the variable and the VIF value were used in the multicollinearity test. Tolerance values greater than 0.2 and VIF values less than 10 indicate that there is no multicollinearity. Table 17 shows the results for multicollinearity.

Table 17: Multicollinearity Test Using Tolerance and VIF

Collinearity Statistics		
Variables	Tolerance	VIF

Employee Motivation	.592	1.690
Strategy Implementation	.572	1.749
Stakeholder Engagement	.810	1.234

According to Yu et al. (2015), where VIF 10 indicates the presence of multicollinearity, there was no multicollinearity among the independent variables based on the data in Table 17 above.

4.5.3.3 Test for Heteroscedasticity

Heteroscedasticity occurs when the variability of one variable is unequal throughout the range of values of another variable that predicts it. Running a regression model without taking heteroscedasticity into account would result in biased parameter estimations. The Breusch-Pagan/Godfrey test was used to assess heteroscedasticity. The Breusch-Pagan / Cook-Weisberg test was used to determine whether the error terms are linked across observations in the cross-sectional data (Long & Ervin, 2000). The hypothesis was that;

H₀: Data is not Homoscedastic.

H₁: Data is Homoscedastic.

If the p-value is less than 0.05, the null hypothesis is rejected. Results are presented in Table 18.

Table 18: Heteroscedasticity Results

Breusch-Pagan / Cook-Weisberg test for heteroscedasticity		
Ho: Constant variance		
Variable: fitted values of Organisational Performance		
chi2(1)	=	7.01
Prob > chi2	=	0.065

Table 18 results reveal that the p-value is greater than 5%. The null hypothesis was not rejected at a crucial p value of 0.05 because the reported value was 0.065 > 0.05, indicating that the data was not heteroscedastic.

4.5.3.4 Test for Linearity

The criterion variable and the predictor variables are assumed to have a linear relationship. A scatter plot of all the independent factors versus the dependent variable was examined to

discover whether there is a straight-line relationship. As seen in Figure 2, all of the independent variables had a straight-line connection with the dependent variable.

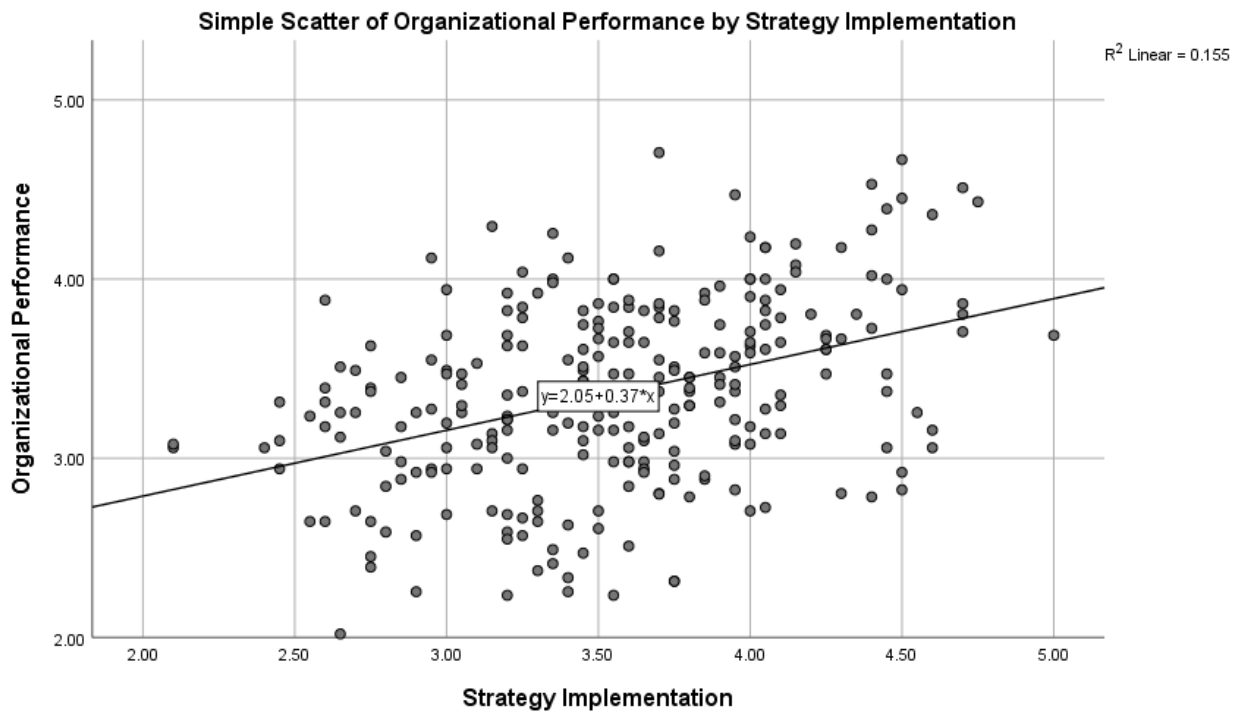
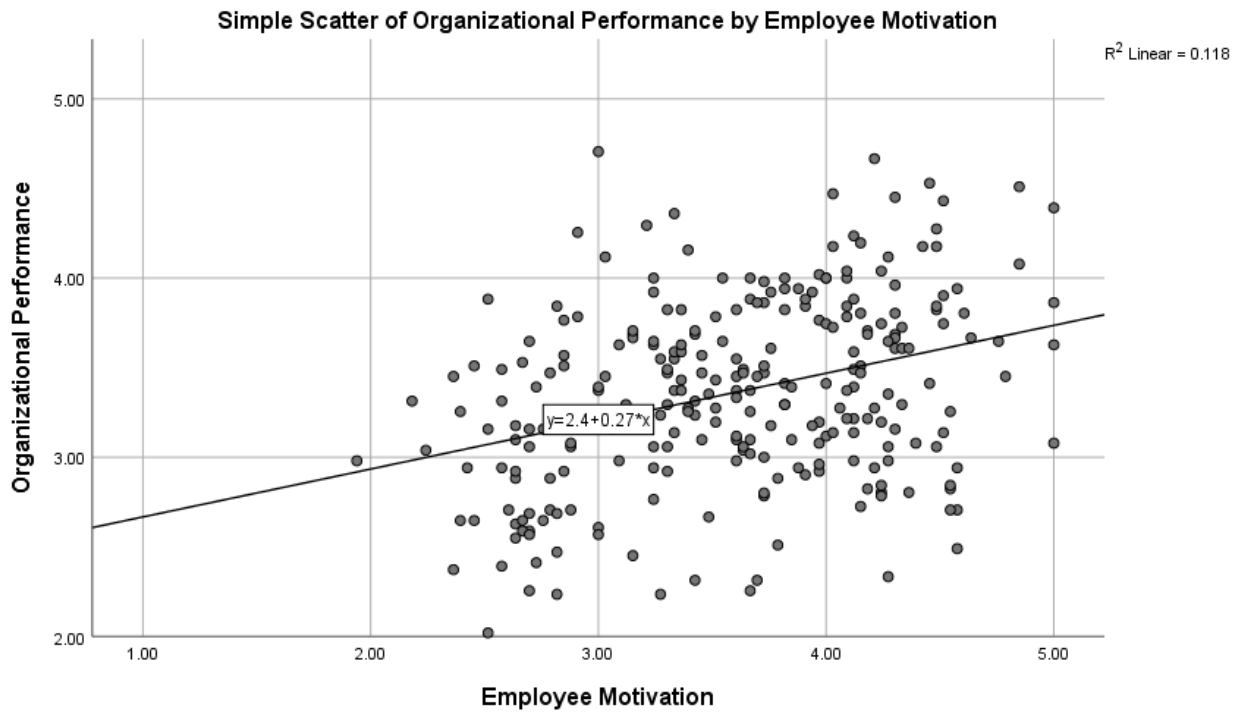




Figure 2: Linearity Tests

Figure 2 depicts a straight-line relationship between the independent variable employee motivation, strategy implementation, and stakeholder engagement and the dependent variable Performance of Level Four government hospitals. Furthermore, the R-squared reflected the percentage of the dependent variable variance explained by a linear model when all variables were greater than 50%.

4.5.4 Factor Analysis

Factor analysis is a method for condensing information contained in multiple variables into a smaller set of dimensions (factors) with little information loss (Baets, 2002). Factor analysis in SPSS was used to quantify factors that could not be measured directly, as well as to summarise vast volumes of data. According to Mabert, Soni, and Venkataramanan (2003), factor loadings with Eigen values (total variance) more than 0.5 should be retrieved, while coefficients less than 0.49 should be discarded from the matrix because they are unimportant. It is used to reduce data to a relevant and manageable set of parameters (Sekaran, & Bougie, 2016). Eigen values are significant because they allow us to break down a linear operation into simpler problems. By

specifying the elements, it is also possible to analyse the structure of the interrelationships (correlations). The factor analysis assumptions include that there are no outliers in the data, that there is no perfect multicollinearity, that the data is in intervals, and that the data is in intervals (Mabert et al 2003), which were all met by diagnostic tests.

4.5.4.1 Factor Analysis for Employee Motivation

Employee motivation statements were subjected to factor analysis. This was accomplished by running the statement through SPSS dimension reduction with a cutoff mark of 0.5 and higher. Table 18 displays the results.

Table 18: Factor Loading for Employee Motivation

Employee Motivation	Extraction
The best performing workers in the department get the highest pay raises	0.703
I work hard for the amount of compensation that I expect to get.	0.750
My job provides good fringe benefits for exceptional performance	0.630
My supervisor stimulates enthusiasm by rewarding extra efforts for good performance.	0.596
My workplace is well equipped to enhance my performance	0.597
I have convenient working hours to enhance my performance.	0.513
The opportunity to be involved in organisational decision making inspires me to give my best	0.565
My hard work is recognised by my organisation.	0.577
My job provides an opportunity for advancement	0.616
My organisation helps me demonstrate my competence and ability	0.632
My organisation runs team building programs which enhances my work relation with others	0.587
Training helps me perform my duties efficiently	0.604
My organisation provides me with adequate leave and holiday period	0.719
My organisation does a lot as regards the health and safety of its employees	0.652
My organisation does a lot to improve the relationship amongst all staff	0.588
My organisation organises social functions and get together parties for all staff	0.609
I receive credit or praise from my supervisor when I meet or exceed expectations	0.504
My supervisor involves me in decision making processes	0.517
I enjoy a certain level of autonomy in discharging my duties	0.644
My organisation organises routine safety environmental program	0.652
I receive allowances for special duties on the job	0.727
My organisation has a training and development policy applicable to all employees	0.708
My organisation sponsors skill acquisition programs	0.681
My organisation links training with its performance strategy	0.720

Employee Motivation	Extraction
Employees who use their skills are given preference for new assignments	0.658
Welfare programs are provided to employees	0.618
Wellness programs are provided to employees	0.670
I am happy with the job benefits provided	0.625
Employees are recognised for better performance	0.606
The organisation has training policies for the workers	0.605
The hospital workforce is trained regularly to enhance employee performance	0.725
Promotions increments are based on performance appraisal	0.715
The process of rewarding performance in our hospital is objective	0.710

According to Mabert et al. (2003), factor loading with Eigen values larger than 0.5 should be extracted and factor loading with Eigen values less than 0.5 should be ignored. All of the sub variables with values greater than 0.5 were used for employee motivation.

4.5.4.2 Factor Analysis for Strategy Implementation

The statements of strategy implementation were subjected to factor analysis. Factor loading of 0.45 is a reasonable measure of real-world data, according to Tabachnick and Fidell (2007). The factor loading for strategy implementation is shown in Table 19.

Table 19: Factor Loading for Strategy Implementation

Strategy Implementation	Extraction
My leader ensures that employees have adequate knowledge to perform their work	0.670
The vision of our leaders is aligned to our strategy	0.642
My organisation gives adequate information, encourages employee feedback and participation before a new strategy is implemented	0.584
Employees have annual performance targets linked to our strategic goals	0.580
Adequate resources are allocated to support delivery of strategic goals	0.570
My leader ensures that employees are rewarded equitably based on their work performance and achievement of set objectives	0.530
The leadership in my facility demonstrates commitment to strategy implementation in order to achieve the set strategic objectives	0.649
My organisation structure supports our strategy	0.553
My organisation is governed by a clear system of policies, rules, regulations, and procedures which guide implementation of strategy	0.542
My organisation's structure allows quick timely decisions during implementation of strategy to ensure we achieve our goals	0.551
The top management is responsible for the decision making	0.559

The management encourage employees to conduct continuous research to improve products and services	0.650
All employees in our facility including those at the lower level are held accountable for achievement of the goals of the facility	0.544
The senior managers are outperformed by the middle managers in strategy implementation	0.549
The management encourages employees to be creative and try new methods	0.503
My organisation is like a family where everyone is focused on smooth implementation of strategies in order to achieve set goals	0.585
My organisation has standard operating procedures for implementing strategic objectives	0.555
My organisation regularly reviews and measures progress against set targets as teams when implementing strategies	0.565
My organisation encourages teamwork among employees	0.777
In my organisation problems affecting strategy implementation are addressed openly and resolved	0.744

The outputs in Table 19 show that all the statements on strategy implementation had factor loading values greater than 0.5 and therefore they were accepted and thus no sub variable was dropped.

4.5.4.3 Factor Analysis for Stakeholder Engagement

Stakeholder engagement statements were subjected to factor analysis. Factor loading of 0.45 is a reasonable measure of real-world data, according to Tabachnick and Fidell (2007). The factor loading for stakeholder participation is shown in Table 20.

Table 20: Factor Loading for Stakeholder Engagement

Stakeholder Engagement	Extraction
Has a culture of shared responsibility among stakeholders to improve productivity	0.645
Gets mutual support from the stakeholders to improve service delivery	0.647
Provides full and accurate reporting on the financial planning to the stakeholders	0.562
Has policy on the representation of internal stakeholders	0.667
Has strong working relationships between the various stakeholders.	0.621
Carries out stakeholder analysis to identify extent of decision making	0.573
Provides all stakeholders with opportunities to actively participate in developing goals that improve service delivery	0.543
Gives the stakeholders responsibility in in achieving firms' goals	0.593
Gets frequent visits from the stakeholders to ensure quality performance is achieved.	0.622
Stakeholders participate in a joint process of decision making on resource allocation and mobilization	0.618

Stakeholders use the accounted and audited reports to track resource allocations and implementation	0.542
Stakeholders jointly implements the monitoring of the budget process	0.516
The stakeholders use performance reports to inform decision-making on the intervention	0.513
Involving external stakeholders ensures the quality service delivery	0.544
Stakeholders of the organisation participate in budgetary process	0.615
Stakeholders and the public are involved in policy formulation	0.710
Stakeholders always participate in operationalisation of cost effectiveness strategies	0.630
Stakeholders jointly develop policy and procedures for the facility	0.555
Considers the needs of the stakeholders while making decisions	0.552

The results in Table 20 demonstrate that all of the statements on stakeholder engagement had factor loading values more than 0.5, therefore they were allowed and no sub variable was deleted.

4.5.4.4 Factor Analysis for Performance of Level Four Government Hospitals

A factor analysis was conducted on the performance statements of Level Four government hospitals. Factor loading of 0.45 is an acceptable measure of real-life data, according to Tabachinick and Fidell (2007). Table 21 displays the factor loading for Level Four government hospitals' performance.

Table 21: Factor Loading for Performance of Level Four Government Hospitals

Organisational Performance	Extraction
The reward structure at my organisation has enhanced performance	0.769
Strategic alignment with organisation goals and objectives has enhanced performance	0.738
Performance appraisal is conducted to check on the performance	0.675
My organisation has enough skilled and experienced employees to achieve high performance	0.665
My organisation has organisation its service offering for better client-service delivery	0.666
There is increased organisation of clinical technologies in receiving patient care at the hospital	0.668
The hospital has adequate medical equipment to serve customers without delays	0.650
Customers are served timely upon arrive at the facility	0.743
The organisation regularly eliminates barriers to performance	0.728
Customer feedback is used in improving service quality	0.709
Customers' needs and expectations are communicated in the facility	0.699

The health providers at the facility are highly motivated in-service delivery	0.644
The services offered in my facility are adequate, comprehensive and well-coordinated to maintain high quality	0.679
There is an annual independent audit for the health facility	0.719
Budget and expenditures are based on Health facility plans and priorities	0.693
My health facility prepares budgets that guide spending	0.698
Improvement plans are integrated during the feedback	0.760
The performance feedback data is used to set priorities in the next working phase	0.760
Clear and realistic targets and goals are set as a team	0.765
Performance reviews are scheduled at the beginning of the financial year	0.780
High employee professionalism increases Performance of the hospital	0.795
Increased customer confidence increases hospital growth rates	0.781
Employee's trust increases customer retention hence high returns	0.769
Performance Contract	
Appropriations -in- Aid	0.790
Settling Pending bills	0.723
Absorption of Allocated Funds	0.646
Implementation of Citizens' Service Delivery Charter	0.683
Application of Service Delivery Innovations	0.690
Resolution of Public Complaints	0.676
Business Process Re-engineering	0.727
Reviewing of Strategic Plan	0.633
Release of Budgetary Allocation	0.633
Project Completion Rate	0.661
Ease of doing Business	0.628
Asset Management	0.726
Competence Development	0.688
Revenue Collection	0.655
Development Index	0.666
Youth Internships /Industrial Attachments/ Apprenticeships	0.685
Disability Mainstreaming	0.635
Prevention of HIV Infections and Non- Communicable Diseases	0.631
Safety and Security Measures	0.614
National Cohesion and Values	0.625
Corruption Prevention	0.668
Access to Government Procurement Opportunities	0.633
Promotion of Local Content in Procurement	0.660
Gender Mainstreaming	0.675
Environmental Sustainability	0.635
Road Safety Mainstreaming	0.682
Externally mobilized resources	0.786
Development of County Planning framework	0.771

4.6 Descriptive Statistics on Employee Motivation, Strategy Implementation, Stakeholder Engagement and Performance of Level Four Government Hospitals

The goal of descriptive statistics was to allow the study to use indices or statistics to meaningfully characterise a distribution of scores or measurements. The type of statistics or indices employed is determined by the study's variables and measuring scale. Employee motivation, strategy implementation, stakeholder engagement, and organisational performance are all described in this section. The mean displayed average values, the mode displayed the most common value, and the median displayed the midway number in a group of numbers.

4.6.1 Employee Motivation

The study's first goal was to determine the relationship between staff motivation and performance at Kenya's Level Four government hospitals. Table 22 depicts the descriptive results for employee motivation.

Table 22: Descriptive Statistics for Employee Motivation

	Statistics
Employee Motivation	
N	267
Mean	3.6024
Median	3.6667
Mode	3.61 ^a
Std. Deviation	.66557
Skewness	0.73
Kurtosis	-.499

Table 22 displays descriptive statistics indicating the central tendency and dispersion of all employee motivation metrics. There was a total of 267 responders in each measurement. Data distribution was assessed using skewness and kurtosis, while central tenancy was assessed using mean, median, and mode. Dispersion was measured using the standard deviation. Kurtosis and skewness measurements are used to challenge assumptions about normalcy (Kline, 2005). According to Bai and Ng (2005), the distribution is regarded highly skewed if it is less than -1 or more than 1, moderately skewed if it is between -1 and -0.5 or 0.5 and 1, and basically symmetric if it is between -0.5 and 0.5.

Employee motivation had a mean of 3.60, a median of 3.67, and a mode of 3.61. This meant that the mean of 3.60 meant that the majority agreed with the statement about employee motivation. The standard deviation of 0.67 indicated that the members of the group differed from the group's mean value of 3.60 in the observation. Employee motivation has a skewness of 0.73. Because the values ranged between 0.5 and 1, we can assume that the distribution is roughly symmetric. Employee motivation was found to have a kurtosis of -0.499. As a result, we infer that the values were platykurtic because they were less than 3, indicating a broad tail distribution with no outliers.

4.6.2 Strategy Implementation

The study's second goal was to examine the mediating influence of strategy implementation on the link between employee motivation and performance at Level Four government hospitals in Kenya. Table 23 displays the descriptive findings for strategy implementation.

Table 23: Descriptive Statistics for Strategy Implementation

	Statistics
Strategy Implementation	
N	267
Mean	3.5620
Median	3.5500
Mode	3.20
Std. Deviation	.55572
Skewness	0.172
Kurtosis	-.349

The descriptive statistics in Table 23 reveal the central tendency and dispersion of all the metrics of strategy implementation. There was a total of 267 responders in each measurement. Data distribution was assessed using skewness and kurtosis, while central tenancy was assessed using mean, median, and mode. Dispersion was measured using the standard deviation. The distribution is termed highly skewed if it is less than -1 or more than 1, moderately skewed if it is between -1 and -0.5 or 0.5 and 1, and basically symmetric if it is between -0.5 and 0.5 (Bai & Ng, 2005).

According to the findings, strategy implementation had a mean of 3.56, a median of 3.55, and a mode of 3.20. This meant that the mean of 3.56 meant that the majority agreed with the statement on strategy implementation. The standard deviation of 0.56 indicated that the members of the group differed from the group's mean value of 3.56 in the observation. Skewness was 0.172 for strategy implementation. We conclude that the distribution is essentially symmetric because the values were between -0.5 and 0.5. The strategy implementation had a kurtosis of -0.349. As a result, we infer that the values were platykurtic because they were less than 3, indicating a broad tail distribution with no outliers.

4.6.3 Descriptive Statistics for Stakeholder Engagement

The third objective of the study was to assess the moderating effect of stakeholder engagement on the link between employee motivation and performance of Level Four government hospitals in Kenya. Table 24 shows the descriptive results.

Table 24: Descriptive Statistics for Stakeholder Engagement

	Statistics
Stakeholder Engagement	
N	267
Mean	3.4471
Median	3.5263
Mode	3.58 ^a
Std. Deviation	.58564
Skewness	.230
Kurtosis	.219

The descriptive statistics for stakeholder engagement are shown in Table 24. There was a total of 267 responders in each measurement. Data distribution was assessed using skewness and kurtosis, while central tenancy was assessed using mean, median, and mode. Dispersion was measured using the standard deviation.

According to the findings, stakeholder engagement had a mean of 3.45, a median of 3.53, and a mode of 3.58. This meant that the mean of 3.45 meant that the majority agreed with the

statement on stakeholder participation. The standard deviation of 0.58 indicated that the members of the group differed from the group's mean value of 3.45 in the observation. Stakeholder engagement had a skewness of 0.23. We conclude that the distribution is essentially symmetric because the values were between -0.5 and 0.5. Stakeholder engagement scored 0.22 on the Kurtosis scale. As a result, we infer that the values were platykurtic because they were less than 3, indicating a broad tail distribution with no outliers.

4.6.4 Performance of Level Four Government Hospitals

Descriptive statistics were compiled on the performance of Level Four government hospitals. Table 25 shows the descriptive results for performance.

Table 25: 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	.189
Kurtosis	-.272

The descriptive statistics for Performance of Level Four Government Hospitals are shown in Table 25. There was a total of 267 responders in each measurement. Data distribution was assessed using skewness and kurtosis, while central tenancy was assessed using mean, median, and mode. Dispersion was measured using the standard deviation.

According to the descriptive findings, the performance of Level Four government hospitals had a mean of 3.36, a median of 3.37, and a mode of 3.06. This meant that the mean of 3.36 meant that the majority agreed on the comments about the performance of Level Four government hospitals. The standard deviation of 0.52 indicated that the members of the group differed from the group's mean value of 3.36 in the observation. A standard deviation of 0.52 indicates that the data points are fairly close to the mean of the data, whereas a high standard deviation indicates that the data points are dispersed throughout a broad range of values. Skewness for Level Four Government Hospital Performance was 0.19. We conclude that the distribution is essentially symmetric because the values were between -0.5 and 0.5. Kurtosis analysis revealed that the performance of

Level Four government hospitals was -0.27. As a result, we infer that the values were platykurtic because they were less than 3, indicating a broad tail distribution with no outliers.

4.7 Relationship between Employee motivation, Strategy Implementation, Stakeholder Engagement and Performance of Level Hospitals

Correlation analysis was used to investigate the relationship between the variables employee motivation, strategy implementation, stakeholder engagement, and Level Four hospital performance in Kenya. SPSS was used to calculate the mean score for each variable and the Pearson's correlation. Correlations were performed at the 0.05 significance level with one asterisk (*) or the 0.01 significance level with two asterisks. The p-value must be compared to the significance threshold used to evaluate whether the correlation between variables is significant. A significance threshold of 0.05 (abbreviated as or alpha) works well. With an alpha of 0.05, the risk of finding that a correlation exists when none occurs is 5%. The p-value indicates whether or not the correlation coefficient differs significantly from zero. The correlation is statistically significant when the p-value is less than or equal to 0.05. Correlation is not statistically significant if the p-value is bigger than 0.05 or the significant level (Statistics Solution, 2018). Table 26 shows the correlation results.

Table 26: Relationship between Employee Motivation, Strategy Implementation, Stakeholder Engagement and Organisational Performance

		Correlations			
		Employee Motivation	Strategy Implementation	Stakeholder Engagement	Organisational Performance
Employee Motivation	Pearson Correlation	1	.756**	.548**	.853**
	Sig. (2-tailed)		.000	.000	.000
	N	267	267	267	267
Strategy Implementation	Pearson Correlation	.756**	1	.653**	.824**
	Sig. (2-tailed)	.000		.000	.000
	N	267	267	267	267
Stakeholder Engagement	Pearson Correlation	.548**	.653**	1	.749**
	Sig. (2-tailed)	.000	.000		.000
	N	267	267	267	267
Organisational Performance	Pearson Correlation	.853**	.824**	.749**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	267	267	267	267

** . Correlation is significant at the 0.01 level (2-tailed).

The results in Table 26 indicate that employee motivation is positively and significantly related with Performance of Level Four government hospitals in Kenya ($r=0.853$, $p<0.05$). Strategy implementation is positively and significantly related with Performance of Level Four government hospitals in Kenya ($r=0.824$, $p<0.05$). Stakeholder engagement is positively and significantly related with Performance of Level Four government hospitals in Kenya ($r=0.749$, $p<0.05$). Since the R-values were above 0.5, this is an indication that employee motivation,

strategy implementation and stakeholder engagement were strongly correlated with Performance of Level Four government hospitals in Kenya.

4.8 Hypotheses Testing

This section summarises the results of the study's hypotheses tests. The hypotheses describe the link between the study's variables as conceptualised and provided in the conceptual model. The research was organised around four objectives and four hypotheses. Hypothesis testing is performed for the relationship between employee motivation and Level Four government hospital performance; the mediating effect of strategy implementation on the relationship between employee motivation and Performance of Level Four government hospitals; and the moderating effect of stakeholder engagement on the relationship between employee motivation and Performance of Level Four government hospitals. The final hypothesis investigated the mediation - moderator effect on the connection between employee motivation and Performance of Level Four government hospitals.

The first hypothesis was examined using a simple regression model. The second, third, and fourth hypotheses for mediation and moderation models were examined using the stepwise method proposed by Baron and Kenny (1986). The tests were carried out at a significance level of 5% ($= 0.05$). The evaluation concentrated on the hypotheses produced from the study's objectives.

4.8.1 Employee Motivation and Performance of Level Four Government Hospitals

The first objective of the research was to determine the relationship between employee motivation and Performance of Level Four government hospitals in Kenya. A simple regression model was employed to test the statistical significance of the independent variable (employee motivation) on the dependent variable (organisational performance). The first null hypothesis indicated that there is no significant association between employee motivation and Performance of Level Four government hospitals in Kenya.

Employee motivation and organisational performance were regressed using the equation $OP = \alpha_0 + \beta_0 EM + \varepsilon$ to test the hypothesis.

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

Table 27: Model Summary for Employee Motivations

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

Table 27 shows that the coefficient of determination R Square is 0.727. According to the model, staff motivation explains 72.7% of the variation in the performance of Level Four government hospitals in Kenya. This implies that there is a strong link between staff motivation and the performance of Level Four government hospitals in Kenya.

Table 28: 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

Table 28 displays the results of the Analysis of Variance (ANOVA). Analysis of Variance calculations provide information regarding degrees of variability within a regression model and serve as the foundation for tests of significance. This was done with SPSS, and the average mean score of employee motivations and performance of Level Four government hospitals was used. According to the data in Table 28, F-Calculated (1, 265) = 705.356, p0.05. At 95% confidence level, F computed was greater than F-Critical (1, 265) = 3.84. As a result, the findings confirm that the regression model of employee incentives on performance of Level Four government hospital is substantial and valid in general.

Table 29: Regression Coefficients for EM and OP

Model		Coefficients ^a				
		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 means that a unit increase in employee motivation raises the performance of Level Four government hospitals by 0.804 units while all other variables remain constant. According to H01, staff motivation has no meaningful association with the Performance of Level Four government hospitals in Kenya. The study rejected the null hypothesis because of the p 0.05 and confirmed that employee motivation has a significant association with the performance of Level Four government hospitals in Kenya.

4.8.2 Mediating Effect of Strategy Implementation

The second objective was to investigate the effect of strategy implementation in mediating the relationship between employee motivation and Performance of Level Four government hospitals in Kenya. The null hypothesis asserted that there is no significant mediation influence of strategy implementation on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya. The regression analysis was carried out in four steps, as described by Baron and Kenny (1986). The four conditions listed below must be met for mediation to be confirmed. In the absence of a mediating variable, the independent variable must be strongly connected to the dependent variable.

The independent variable must be significantly related to the mediating variable in the second phase. The third requirement is that the mediating variable be significantly related to the dependent variable, and the fourth requirement is that when the effect of the mediating variable

on the dependent variable is controlled, the effect of the independent variable on the dependent variable should be non-significant. As a result, the first phase regressed employee incentive against organisational performance. If the first stage yields statistically significant data, the procedure moves on to step two. If step one does not yield meaningful results, the process is over. In this circumstance, it would be concluded that strategy implementation does not moderate the relationship between employee motivation and organisational performance.

Employee motivation was compared to strategy implementation in the second step. If the results are significant, the process moves on to step 3 because the conditions for a mediating effect have been met. Step three involves the use of a basic linear regression model to assess the impact of strategy implementation on organisational performance. Strategy implementation must have a statistically significant influence on organisational performance in order to test for the mediating effect.

Step One: Employee motivation was regressed against organisational performance. The results are presented in Table 30.

Table 30: 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 results indicated that employee motivation and organisational performance have a statistically significant and positive association (R=.853). According to the coefficient of

determination ($R^2=.727$), employee motivation accounts for 72.7 percent of organisational performance. The model is statistically significant since the F-value is 705.356 and the p-value is 0.00, both of which are less than the significance level of 0.05. The results confirmed the first stage of establishing whether strategy implementation mediates the relationship between employee motivation and organisational performance. Step two of the mediation testing includes determining the impact of employee motivation on plan execution. Table 31 displays the outcomes of the testing.

Table 31: 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 31 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. Furthermore, the F-value was 353.767 and the P-value was .00, showing that the model is statistically significant. According to the data, the second step of testing appears to validate the procedure of assessing the mediating impact in order to move to step 3. In Step Three, strategy implementation was compared against organisational performance. Table 32 displays the results of step three.

Table 32: 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			
1	(Constant)	.526	.112		4.681	.000
	Strategy Implementation	.783	.033	.824	23.699	.000

a. Dependent Variable: Organisational Performance

Table 32 reveals that strategy implementation has a significant correlation with organisational performance ($R = .824$), accounting for 67.9 percent of organisational performance ($R^2 = .679$) and the remaining percent explained by components not included in the model. The analysis of the model produced an F-value of 561.666 and a P-value of 0.00, both less than the 0.05 level of significance, showing that the model is statistically significant. As a consequence, the criteria in the third stage of testing for a mediating impact were met, and testing for a mediating effect progressed to step 4.

Finally, step four investigated the impact of employee motivation on organisational performance while accounting for the impact of strategy implementation. These tests were carried out using simple linear regression analysis. Full mediation exists when EM is not significant when SI is controlled, while partial mediation happens when both EM and SI significantly predict OP. Table 33 summarises the pertinent findings.

Table 33: 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		Standardized	t	Sig.
		Coefficients				
		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 33 reveal that when strategy implementation is regulated, employee motivation is statistically significant (p-value=0.000, which is less than the 0.05 threshold at 95% confidence level).

At model 2, strategy implementation considerably improves organisational performance, with the variation increasing from 0.727 to 0.802 and p-value=.000. The findings also show that the variance explained by strategy implementation is substantial, with the significance decreasing from F=705.356 in the first model to (F=535.454) in the second. Because of the partial mediation effect seen, the hypothesis that strategy implementation mediates the association between employee motivation and organisational performance was accepted.

This objective was guided by the following model; $OP = \alpha + \beta_1 EM + \beta_2 SI$

Where-; OP = Organisational performance

EM = Employee Motivation

SI = Strategy Implementation (Meditator variable controlled)

- ϵ = Error term

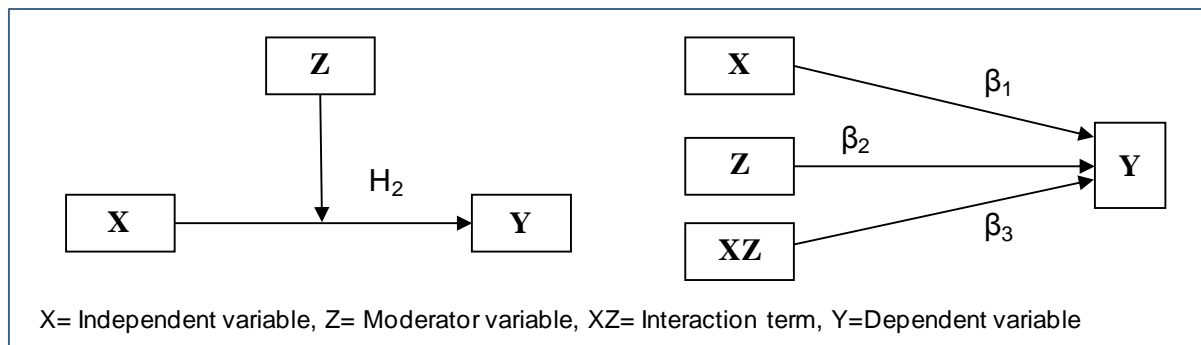
β = the beta coefficients of independent variables

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

4.8.3 Moderating Effect of Stakeholder Engagement

The third objective of the study was to assess the moderating effect of stakeholder engagement on the connection between employee motivation and performance at Level Four government hospitals in Kenya. The stepwise regression analysis was utilised. The third null hypothesis claimed that there is no significant moderating influence of stakeholder engagement on the link between employee motivation and performance of Level Four government hospitals in Kenya. The hypothesis was investigated using Baron and Kenny's (1986) three-step moderation models. The graphical representation below is a demonstration of a simple moderation model with employee motivation (EM) as the independent variable (X), stakeholder engagement (SE) as the moderator (Z) and Organisational Performance (OP) as the dependent variable (Y).

Figure 3: Simple Moderation Model for EM, SE and OP



Where-;

H₂ = Cross-level moderation effect.

In step one, employee motivation was regressed on organisational performance. In step two, employee motivation and stakeholder engagement were regressed on organisational performance. In step three the interaction term between employee motivation and stakeholder engagement was introduced. The moderation effect is confirmed when the effect of interaction term is statistically significant.

The moderating influence of stakeholder engagement was investigated, and the findings were interpreted using the coefficient of determination (R-Square), Analysis of Variance (ANOVA), and regression coefficients. In three steps, a hierarchical regression analysis was carried out, with

an interaction term (a product of employee motivation and stakeholder involvement) introduced as an extra predictor.

Table 34: Regression Results for Model Summary for EM, SE and OP

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853 ^a	.727	.726	.38256
2	.896 ^b	.802	.801	.32617
3	.917 ^c	.841	.840	.29273

The results in Table 34 shows that the R squared for the moderating effect significantly improved from 0.727 to 0.841. More specific, in the first model employee motivation accounted for 72.7% of the variation in organisational performance. In the second step when employee motivation and stakeholder engagement against organisational performance, the finding indicated that 80.2% of the variation in organisational performance was accounted for. The third step interaction term (EM*SE) was introduced, the explanatory power increased to 84.1%, a significant of 0.039.

ANOVA results for employee motivation, stakeholder engagement and organisational performance are as shown in Table 35.

Table 35: 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			
2	Regression	113.929	2	56.965	535.454	.000 ^c
	Residual	28.086	264	.106		
	Total	142.015	266			
3	Regression	119.393	3	59.696	696.665	.000 ^d
	Residual	22.622	264	.086		
	Total	142.015	266			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Employee Motivation

c. Predictors: (Constant), Employee Motivation, Strategy Implementation

d. Predictors: (Constant), Employee Motivation, Strategy Implementation, Employee Motivation-Stakeholder Engagement

According to the ANOVA results, all three models were significant at $p < 0.001 < 0.05$. Model one's F-Calculated was $(1, 265) = 705.356$, $p < 0.05$, which is greater than the F-Critical $(2, 264)$. F-Calculated for model two was $(2, 264) = 535.454$, $p < 0.05$, which is less than F-Critical $(3, 264)$. The calculated F-value for model three was $(3, 264) = 696.665$, $p < 0.05$, which is greater than the critical F-value $(2, 264)$. As a result, the results show that regression models one, two, and three are significant.

The regression of coefficients for employee motivation, stakeholder engagement and organisational performance are as shown in Table 36.

Table 36: Regression Coefficients for Moderating Effect

		Coefficients ^a			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		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
	Stakeholder engagement	.500	.047	.548	10.657	.000
3	(Constant)	.237	.079		2.996	.000
	Employee Motivation	.596	.028	.632	21.518	.000
	Stakeholder Engagement	.348	.025	.403	6.145	.000
	Interaction term (EM*SE)	.695	.051	.679	13.735	.000

a. Dependent Variable: Organisational Performance

The coefficient regression findings suggest that in step one, the regression model of Performance of Level Four Government Hospitals in Kenya on employee motivation was significant ($t = 26.559$, $p < 0.05$). The results of step two demonstrate that the regression model of Performance of Level Four Government Hospitals in Kenya on employee motivation and stakeholder engagement was significant ($t = 12.803$, $p < 0.05$; $t = 10.657$, $p < 0.05$). with $\beta_1 = 0.596$, $p = 0.000 < 0.05$; $\beta_2 = 0.348$, $p = 0.000 < 0.05$. When the interaction term was introduced in step three, the findings show that it was significant ($t = 13.735$, $p < 0.05$). The hypothesis that there is no significant moderating influence of stakeholder engagement on the link between employee motivation and performance of Level Four government hospitals in Kenya was rejected since the interaction term was significant. This confirmed that stakeholder engagement moderates the association between employee motivation and Performance of Level Four government hospitals in Kenya.

The fitted models were:

Model 1: $OP = 0.639 + 0.804EM$

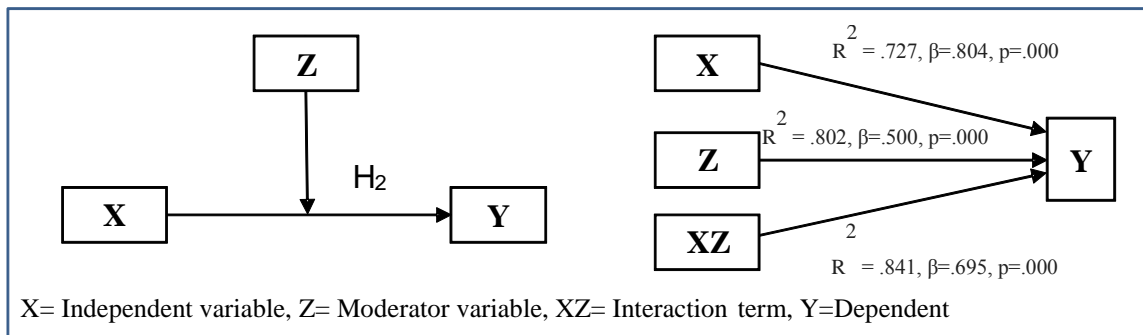
Model 2: $OP = 0.242 + 0.505EM + 0.500SE$

Model 3: $OP = 0.237 + 0.596EM + 0.348SE + 0.695EM*SE$

Where; OP = Organisational performance; EM = Employee motivation; SE = Stakeholder engagement

The graphical representation demonstrating the moderating effect of stakeholder engagement on how employee motivation influence organisational performance now becomes:

Figure 4: Revised Simple Moderation Model for EM, SE and OP



Where-;

H_2 = Cross-level moderation effect.

The revised representation diagram shows that in path a; employee motivation (EM) as the independent variable (X) are regressed against organisational performance and the results show positive and significant relationship ($R^2=.727$, $\beta = .804$, $p=0.00$). In path b stakeholder engagement (SE) as the moderator (Z) is regressed on employee motivation and the results show positive and significant relationship ($R^2=.802$, $\beta = .500$, $p=0.00$). Further in path c, when an interaction term is considered, the study also gives positive and significant results ($R^2=.841$, $\beta = .695$, $p=0.00$) implying that stakeholder engagement adds significantly to the relationship as a moderator. An enhancing type of moderation has therefore been depicted in the model. Thus, the hypotheses that stakeholder engagement does not significantly affect the link between employee motivation and Performance of Level Four government hospitals in Kenya are

rejected. As a result, the researcher chose the alternative hypothesis that stakeholder engagement significantly moderates the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

4.8.4 Mediation – Moderator Effect

The fourth objective of the study was to assess the mediation - moderator effect on the link between employee motivation and Performance of Level Four government hospitals in Kenya. The fourth hypothesis was put in the null form, stating that there is no substantial mediation - moderator effect on the link between employee motivation and Performance of Level Four government hospitals in Kenya. The Hayes and Rockwood (2020) mediation - moderator model was used;

$$\text{Model 1: } OP = \alpha + \beta_1 * EM + \varepsilon$$

$$\text{Model 2: } OP = \alpha + \beta_1 EM + \beta_2 SI + \beta_3 SE + \beta_3 SI * SE + \varepsilon$$

Where: OP = Organisational performance; EM = Employee motivation; SI = Strategy implementation; SE = Stakeholder engagement α = constant (intercept); β =Coefficient parameters to be determined, composite*= interaction term, ε = Error/disturbance)

The effect was evaluated, and the results were interpreted using the coefficient of determination (R-Square), Analysis of Variance (ANOVA), and regression coefficients. Analysis of Variance calculations provide information regarding degrees of variability within a regression model and serve as the foundation for tests of significance. Table 37 displays the results.

Table 37: Model Summary for Mediation – Moderator Effect

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853 ^a	.727	.726	.38256
2	.928 ^b	.861	.859	.27428

The first model for regressing Employee motivation against Performance of Level Four government hospitals in Kenya had 72.7% while the second step of regressing employee

motivation, strategy implementation, stakeholder engagement, and SI*SE against Performance of Level Four government hospitals in Kenya had 86.1%. After the mediation - moderator effect, the R squared for model rose from 72.7% to 86.1%. Table 38 displays the ANOVA results.

Table 38: 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			
2	Regression	122.230	3	40.743	541.591	.000 ^c
	Residual	19.785	263	.075		
	Total	142.015	266			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Employee Motivation

c. Predictors: (Constant), Employee Motivation, Stakeholder Engagement

d. Predictors: (Constant), Employee Motivation, Stakeholder Engagement, Strategy Implementation

Analysis of Variance calculations provide information regarding degrees of variability within a regression model and serve as the foundation for tests of significance. Model one's F-Calculated was (1, 265) = 705.356, $p < 0.05$, which is greater than F-Critical (3, 263). For model two, the F-Calculated was (3, 263) = 541.591. As a result, the data confirm that regression models one, two, and three are significant in overall.

Table 39: Regression Coefficients for Mediation Moderator Effect

		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)	.237	.079		2.997	.003
	Employee Motivation	.248	.047	.263	5.328	.000
	Employee Motivation	.695	.051	.679	13.735	.000

*Stakeholder Engagement

a. Dependent Variable: Organisational Performance

The fitted model was;

$$EM = \alpha_0 + \beta_1 SI + \varepsilon$$

$$OP = \alpha_0 + \beta_1 EM + \beta_2 SE + \beta_3 EM * SE + \varepsilon$$

Where:

OP = Performance of Level Four government hospitals; SI = Strategy Implementation; SE = Stakeholder Engagement; EM = Employee Motivation; α_0 = constant (intercept); β =Coefficient parameters to be determined, composite* =interaction term, ε = Error/disturbance)

The regression coefficient results shown in Table 39 reveal that the regression model of employee motivation on strategy implementation was significant in step one with $\beta=0.804$, $p=0.0000.05$. The regression model of employee motivation, strategy implementation, stakeholder engagement, and the interaction term strategy implementation*stakeholder engagement on Performance of Level Four government hospitals in Kenya was significant with $t =6.639$, $p<0.05$: $t =2.997$, $p<0.05$: $t = 13.735$, $p<0.05$. The study rejected the null hypothesis that there is no significant mediation - moderator effect on the link between Employee motivation and Performance of Level Four government hospitals in Kenya since the p value for the mediation - moderator term (SI*SE) was significant. As a result, the researcher determined that

there is a considerable mediation - moderator effect on the relationship between employee motivation and performance at Kenya's Level Four government hospitals.

4.9 Chapter Summary

This chapter presented the data analysis and discussion of the findings. Descriptive statistics, correlation analysis, and regression analysis were used in the study. The findings and a summary of the hypotheses were also presented in the chapter. The results of the correlation and regression analyses confirmed a significant relationship between employee motivation and Performance of Level Four government hospitals, as well as the mediating effect of strategy implementation on the relationship between employee motivation and the performance of Level Four government hospitals. Stakeholder engagement was found to have a moderating influence on the link between employee motivation and Performance of Level Four government hospitals. Finally, the mediation - moderator impact on the relationship between employee motivation and Performance of Level Four government hospitals was validated.

CHAPTER FIVE

FINDINGS AND DISCUSSION

5.1 Introduction

This chapter has been designed to discuss study findings. The respective sections are structured to discuss findings on employee motivation and organisational performance, mediating effect of strategy implementation, moderating effect of stakeholder engagement and mediation – moderator effect. The discussions include interpretation of findings and comparisons with reviewed literature for purposes of illuminating areas of consistency and incongruities. It also outlines the revised model based on the findings of the study.

5.2 Discussion of Findings

The study's findings demonstrated a positive and significant association between employee motivation and the Performance of Level Four government hospitals in Kenya. However, strategy implementation has a partial mediation effect on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya. The findings of the study also demonstrated a substantial moderating influence of stakeholder engagement on the link between employee motivation and Performance of Level Four government hospitals in Kenya. Furthermore, a strong mediation - moderator impact on the connection between employee motivation and Performance of Level Four government hospitals in Kenya was established.

5.2.1 Employee Motivation and Organisational Performance

The first objective of the study was to establish the relationship between Employee motivation and Performance of Level Four government hospitals in Kenya. The study identifies the regularly employed methods for boosting employee motivation, the many types of motivation, and the overall influence of employee motivating elements on organisational performance through the analysis of the various quantitative and qualitative studies. Employee motivation is typically crucial for the viability and success of a firm. This demonstrates the significance of managers and companies developing strategies to encourage workers to improve their job performance and, as a result, raise organisational performance. Since it enables managers to ensure the growth and development of an organisation, employee motivation serves as one of the

most crucial tools in human resource management. Managers can document continuous and desired success in an organisation by using the many sources of motivation effectively and efficiently. To ensure that maximum staff productivity is obtained and enhanced organisational performance, managers use both monetary and non-monetary incentive variables (Kalogiannidis, 2021).

A simple regression model was employed to test the statistical significance of the independent variable (employee motivation) on the dependent variable (organisational performance). The first null hypothesis states that there is no significant association between employee motivation and performance of Level Four government hospitals in Kenya. The hypothesis was investigated by regressing employee motivation and performance of Level Four government hospitals in Kenya. When employee motivation is held constant, organisational performance remains at 0.639, according to the data. At the same time, a unit increase in employee engagement raises the performance of Level Four government hospitals by 0.804. Because the p value $0.000 < 0.05$ is smaller than the crucial value 0.05, the null hypothesis of no significant relationship between employee motivation and performance of Level Four government hospitals in Kenya was rejected. According to the findings of the study, employee motivation has a significant correlation with the performance of Level Four government hospitals in Kenya.

The findings support Chrest's (2020) study, which found a statistically significant association between employee motivation and leadership behaviours. The research looked at the relationship between employee motivation and leadership behaviours in rural outpatient healthcare settings. Similarly, Deressa and Zeru (2019) discovered a substantial association between work motivation and organisational performance in Hawassa public and private hospitals. The multidimensional work motivation scale (MWMS) was used to assess the nurses' motivation. The study also revealed that performance was influenced by job satisfaction. The study results concur with that by Ali and Anwar (2021) which revealed that compensation as motivation has significant positive and a strong correlation with job satisfaction. Other elements of motivation such as reward, incentive and customer indicated a significant positive influence on job satisfaction.

Ochola (2018) conducted research on the impact of employee motivation on performance of organisation. The study's findings demonstrated that employee motivation can have a major

impact on an organization's performance. The findings are consistent with those of Bhatnagar (2014), who investigated the motivation-job satisfaction link among primary health workers. A cross-sectional survey was used in the study. In-depth interviews were conducted using a qualitative design. Thematic content analysis was used to analyse the data. The study's findings revealed that individual qualities, leadership, and organisational structures all have an impact on health workers' motivation and job satisfaction. The health workers' conduct was also influenced by the broader socio-political climate. Weldegebriel, Ejigu, Weldegebreal, and Woldie (2016) investigated factors influencing health worker motivation. The research was conducted using a cross-sectional design. Inferential statistics were used to analyse the data. According to the data, non-financial human resource management techniques were the most powerful motivators.

A study examined at how motivation affects organisational effectiveness in the Nairobi public security system in Kenya. The analytical section was made up of regular police officers. The study's sampling frame was a list of ordinary police officers, and it employed a mixed research methodology that incorporated exploratory, descriptive, and quantitative approaches. The questionnaire responses of the respondents were used to create relevant data. The gathered data was evaluated using both descriptive and inferential statistics. The study discovered that units of change in motivation have a considerable impact on regular police officers' performance. According to the report, the government and other interested parties should appropriately encourage the police to improve performance and service delivery (Mc, Ssekakubo, Lwanga & Ndiwalana, 2014). Manzoor et al., (2020) did the same study to compile groups of employees that were similarly motivated based on the motivation needs that were collected from the questionnaire. Data was gathered by utilising a questionnaire as part of a survey. The study's findings revealed a positive relationship between organisational performance and employee motivation.

Another study was conducted by Aregbesola et al., (2019) to look at librarian motivation, the impact of motivation on performance, librarian opinions on motivation, librarian satisfaction levels, and the efforts public university management was making to inspire librarians. The idea of motivation and its implications on performance were examined through a review of the literature. In six public universities in Ghana, 72 targeted librarians received questionnaires that were designed and delivered using a survey approach. Of these, 60 returned the duly completed

questionnaires. The questionnaire's objective was to discover the internal and extrinsic factors that motivate librarians and how their performance is affected. The study discovered that librarians in Ghana's public universities are highly driven, and that their level of motivation has a positive impact on the majority of librarians. The administration of public universities has made some attempts to inspire librarians, but more must be done to improve the situation.

Oloke et al., (2017) investigated the relationship between employee motivation and organisational performance in Nigeria's public and private sectors. The authors identified elements that could both ensure employees' job satisfaction and improve job performance. Nigeria's public and private sectors were surveyed empirically using a questionnaire for the study. The authors believe that if the recommendations in this article are implemented, performance in these areas of the Nigerian economy would improve significantly for both companies and employees.

Sisnuhadi and Nasir (2013) did additional research to look at the effect of motivation on organisational performance because there is a long tradition of analysing how people or animals behave. The topic of "*why did one do what one did*" had already been examined. Demos impedance has been used to explain several aspects of human behavior, however this explanation is not supported by research. The search for guiding principles that could define human behavior was also pursued. The authors underlined those instincts, which were later discovered to exist, can explain man's social behaviour. Because the study is cause and effect, the primary research technique was a questionnaire. The study discovered a considerable difference in how male and female employees perceive the relationship between the motivational elements.

The motivational and organisational performance factors of restaurant employees who receive tips and those who do not were compared depending on gender in a study done in 2015 by Curtis, Upchurch, and Severt. Data was collected from employees of a well-known, branded restaurant chain to see if there were any statistically significant differences in motivation and organisational commitment between tipped and non-tipped personnel. The results showed that there were only slight variations for a number of organisational commitment and motivating factors when employees were divided into groups based on whether they were tipped or not as well as based on gender.

Azar and Shafighi (2013) investigated the impact of work motivation on employee job performance at the Islamic Revolution Housing Foundation. This investigation was done in 2013. Using the Morgan table, a sample of 70 individuals was randomly selected for this study from among the 85 employees of the Islamic Revolution Housing Foundation. The AMOS and SPSS programs were used to analyse the data and test hypotheses after creating questionnaires on job performance and motivation at work. The results show that job motivation has a favorable and considerable impact on employee performance at Islamic Revolution Housing Foundation.

Another study by Mazahir and Khalid (2017) examined the relationship between organisational success, employee motivation, and a variety of factors, such as monetary incentives, personal qualities, high compensation plans, work structure, and management. Employee motivation was the dependent variable, with the independent variables being financial incentives, high compensation plans, job design, character qualities, and supervision. The study collected data through a questionnaire approach, and the data were specific to Pakistan's banking sector. 150 employees from various Pakistani banks made up the sample size for this paper study. All of the many aspects have a good influence on employees' motivation. They have an impact on an employee's motivation. The investigation used Pakistan as a point of reference. These factors were found to positively affect employees' motivation.

The impact of motivation on the effectiveness of human resources is the subject of a 2015 study by Dahie, Jim'ale, and Ali. In this regard, the motivational factors that influence employees' activities in industrial organisations were selected using Herzberg's two-factor theory. The paper then examines how typical motivating variables impact workers' performance in light of the study's objective. Within this perspective, representative performance criteria were chosen in order to construct an integrated research framework addressing the variables influencing employees working in industrial organisations to enhance their job activities and overall organisational performance. The findings will serve as the foundation for more quantitative study on the relationship between employee motivation and improved work activity performance.

Christian (2016) examined and addressed the topic of motivation in order to evaluate and discover the benefits of employee motivation. A case study methodology was used to perform the research investigation. This is dependent on the ability of the case study to deliver thorough conclusions based on the difficult research challenge. The study discovered an important

correlation between organisational performance and motivation. Another study was conducted in 2013 by Gomes, Asseiro, and Ribeiro to look into a potential answer to the issue of predicting employee motivation in businesses that are enmeshed in difficult circumstances. The study's sample consists of 110 employees from fifteen sites belonging to a company that represents a clothing brand. Participants voluntarily answered questions about the study variables on a survey form. Linear regression was used to test the assumptions. Empirical evidence suggests that the quality of the relationship between the organisation and the individual may be more important in determining an employee's motivation than the relationship between the employee and their position. The results also suggest that when workers believe the organisation's policies are fair, they feel a better sense of support from the business, which has the ability to encourage them.

In a study conducted in Central Ethiopian public hospitals, Dagne et al. (2015) examined medical staff members' motivation and the variables that affect it. Five public hospitals in Central Ethiopia undertook a cross-sectional assessment from June to December 2010. 259 nurses were chosen as the sample from a pool of 794. A self-administered questionnaire was used to collect data. SPSS version 16.0 statistical software was used to evaluate the data after data collection. Inferential statistics on the variables were used to analyse the findings after descriptive statistics on the variables were utilised. The 259 surveys distributed to respondents resulted in the return of 230 questionnaires. The study's results demonstrated that nurses lack motivation and that rewards and nurses' work motivation are statistically significantly correlated, with pay being the most pertinent and impactful factor. Furthermore, while there is no discernible gender difference in nurse work motivation, there are substantial differences based on age, educational attainment, and career history. The study shows that although rewards have a significant and positive effect on nurse motivation, nurses are not as motivated by them. Therefore, hospital administration as well as hospitals in Central Ethiopia need to update the current nurse motivating method.

Victor and Hoole (2017) seek to establish a link between employee engagement and organisational trust. A simple random sample of 145 employees was used for this cross-sectional investigation. The data was obtained using the Employee Motivation Questionnaire and the Job Involvement Questionnaire (Fourie, 1989) and was analysed using descriptive and inferential statistics. Lodahl and Kejner (1965). The findings show that most of the dimensions and sub-

dimensions of employee motivation and job involvement have strong cross-correlations. We advise managers and practitioners on how to improve job involvement and employee motivation.

Rafique et al. (2014) conducted a similar study to investigate the association between rewards, job satisfaction, and organisational success. The perceived success of training, knowledge transfer, organisational commitment, and employee motivation in the public sector in Bahawalpur (Punjab, Pakistan). Data from the public sector was gathered via self-created questionnaires. Although the sample size was 170 surveys, only 149 were really returned. The findings demonstrate a considerable positive association between intrinsic and extrinsic rewards, as well as a significant positive correlation between intrinsic and extrinsic rewards. Employee motivation and job satisfaction are strongly linked. PTE (Perceived Training Effectiveness), on the other hand, has a weak and unfavourable association with employee motivation. Employee motivation and organisational commitment are inextricably intertwined.

Saira, Mansoor, and Ali (2020) conducted yet another study to help the workers make dramatic changes in their personal and professional lives within the organisation. A literature review based on earlier studies on organisational effectiveness, organisational commitment, and motivational factors was the methodology adopted. This research is expected to assist businesses, academic institutions, and other organisations in learning how to efficiently run a business within a public or private organisation. According to research, pleased employees who are highly driven will increase their efforts and contribute to the firm's overall success.

Massenberg, Schulte, and Kauffeld (2017) investigated the relationship between motivation to transfer training and actual transfer of training on the job. We explored the effect of training transfer motivation in the successful application of expertise, competences, and aptitudes acquired during training to the workplace in this study. According to the review, improving student desire and passion to apply their knowledge and abilities in the workplace will maximise training transfer. Information was acquired from an elite university in Islamabad, Pakistan. The target sample was made up of non-teaching staff members at universities who had been receiving job-related training. The study found that the two factors had a statistically significant positive correlation. It scientifically investigated how training transfer motivation affects training transfer.

In a 2016 study, Riasat, Aslam, and Nisar used training as a mediator to investigate the relationship between rewards and employee motivation with respect to employee performance.

Data has been submitted by all Wahcantt universities. A total of 150 questionnaires with 30 questions each are sent to the universities. However, the reply only scores 118 out of 150. All of the questions are based on a five-Likert scale. Once the manager has given the go-ahead, all are simple to grasp and to follow. Each questionnaire was distributed individually. Motivation, according to the research, improves both performance and motivation, which raises worker performance in the educational sector. The findings support the existence of this causal relationship.

Tampubolon (2017) looked into what drives workers to provide their organisations their best effort. According to the research, motivation is increased by factors like employee appreciation and empowerment. Employee empowerment and engagement, according to the report, not only enhance production, expansion, and innovation, but also employee morale and business trust. Employees' excitement and desire will improve if they feel valued for their job and have a say in decision-making, resulting to increased productivity and loyalty.

In their 2016 study, Cook and Artino sought to understand people's motivations, influences, and reasons for maintaining particular habits. Employee motivation within organisations is another goal of this study. The participants in this study were the staff members of Credit West Bank Cyprus. The questionnaire was distributed to the bank's 13 branches with assistance from the central human resources department, and 134 respondents were questioned. To ascertain the impact of financial and non-financial incentive on employees, an empirical study was carried out. Some of the non-financial motivators discussed include acknowledgement, demanding work, chance for advancement, workplace autonomy, authority, job stability, impressive job titles, and responsibility. Employee empowerment and engagement, according to the report, not only enhance production, expansion, and innovation, but also employee morale and business trust. Employees' excitement and desire will improve if they feel valued for their job and have a say in decision-making, resulting to increased productivity and loyalty.

In their 2016 study, Ali, Dahie, and Ali used Lagos State University as a case study to examine motivation as an engine for organisational performance. The study made use of original data, a survey distributed to 150 Lagos State University professors who served as resources, an outside system, and Spearman's rank correlation. Correlation coefficients were the estimate techniques used. The study demonstrates that lecturers in the Lagos State University external system's job

satisfaction does not increase productivity. It also reveals that many LASU external system resource personnel (lecturers) are unsatisfied with the system and its management, which they ascribe to weak leadership. In the LASU external system, motivation also has a substantial impact on each lecturer's performance.

It has always been a driving force to increase teachers' effectiveness and efficiency to invest in their training and development. Khan and Abdullah (2019) examined how faculty development and training affected their effectiveness and academic achievement in the classroom as well as their administrative activities. In a study of 58 teachers, numerous important training components such as skills, experience, motivation, improvement, ability, job awareness, maturity, and technical/technology training were found to have a beneficial impact on teacher productivity and performance. Hervie and Winful (2018), El Afi (2019), and Chahar and Hatwal (2019) all reported similar findings.

In order to determine how much employee motivation affects production at the Kenyan Ministry of Agriculture, Livestock, and Fisheries, Mumbi and Makori (2015) conducted a study. The implications of career development, training opportunities, salary, and performance evaluation on organisational performance in Kenyan government ministries were the specific areas of focus. The study was descriptive since the respondents did not alter the variables; they just described the phenomena. At the headquarters, 150 technical staff members made up the target population. A sample of 110 technical staff members from the Ministry of Agriculture was picked using a simple random selection process. Primary data was collected using a structured questionnaire. The questionnaire comprised both open-ended and closed-ended questions to gather respondents' unfettered thoughts while keeping them within the constraints of the study. To determine if the questionnaire was accurate, error-free, and capable of gathering the desired information, pilot research using 11 questionnaires was carried out. The SPSS software package, Version 22.0, was used to analyze the data. The numerous qualitative and quantitative aspects that were thought to have an impact on the Performance of the technical personnel were illustrated using simple descriptive statistics. The findings were reported as frequency tables, pie charts, and bar graphs to record the number of responses to a certain variable in each determination. The study used correlation and regression analysis at a 5% level of significance to further analyse the strength and direction of the relationship between the variables under investigation. Employee training

had the most positive impact on organisational performance, according to the report. Additionally, there is a positive correlation between organisational performance and personnel salary, career advancement, and performance reviews.

5.2.2 Mediating effect of Strategy Implementation

The second objective of the study was to look into the role of strategy implementation in mediating the relationship between employee motivation and Performance of Level Four government hospitals in Kenya. 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 are all required for effective strategy implementation. 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 null hypothesis states that there is no substantial mediation influence of strategy implementation on the association between employee motivation and Performance of Level Four government hospitals in Kenya. The mediating influence of strategy implementation was evaluated, and the findings were interpreted using the coefficient of determination (R-Square), Analysis of Variance (ANOVA), and regression coefficients. In four steps, the mediating influence of strategy implementation on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya was investigated. Steps 1-3 were used to prove that the variables had a zero-order relationship. When one or more of the relationships is insignificant, there is no possibility of mediation (Baron & Kenny, 1986).

If there are substantial associations from steps 1–3, one moves on to step 4, where mediation is supported if the effect of employee motivation (EM) remains significant after adjusting for strategy implementation (SI). There is full mediation if strategy implementation (SI) is not

significant when employee motivation (EM) is managed, and partial mediation if both employee motivation and strategy implementation (SI) significantly predict organisational performance (OP). As a result, steps 1–3 were met because the P-value was less than 0.05. However, the p value for employee motivation was less than 0.05 in step 4. As a result, this suggests that there is a partial mediation impact on the role of strategy implementation in mediating the relationship between employee motivation and organisational performance.

The findings are congruent with the findings of Lencho (2020), who investigated the effect of employee motivation on job performance at Fiche general hospital. To analyse data, the study used descriptive and inferential statistics. The sample was obtained by a random sampling method. The surveys were used to collect primary data. The study's findings demonstrated a correlation between employee motivation and performance. The findings are consistent with those of Aduo-Adjei, Emmanuel, and Forster (2016), who investigated the association between motivation and work performance. The study employed a qualitative technique and purposive sampling. The data for the study was gathered through an in-depth interview. The data from the interviews was analysed using content analysis. The findings demonstrated both intrinsic and extrinsic motivators had a substantial effect on the work performance of health personnel.

Ocak, Aladag, Koseoglu, and King (2021) used empirical data to study the hurdles to strategy implementation in Turkey's healthcare industry. The study employed descriptive statistics. The findings suggested that one of the challenges impeding strategy implementation was a lack of staff enthusiasm and unanimity. Wambani, Sakataka, and Makokha (2017) discovered a link between strategy implementation practises and employee performance in their study. A descriptive study design was adopted, with structured questionnaires used to collect quantitative and qualitative data. In addition, the study employed a census technique and inferential statistics to assess data.

Kihara (2017) discovered a statistically significant relationship between strategy implementation and performance using a mixed research design. The research philosophy used was positivistic. The Dynamic Capabilities Theory led the research. A systematic random sampling was used to obtain a sample size of 115 respondents. The analysis employed bivariate correlation and regression. This study is similar to that of Donna and Wanjira (2018), who investigated the association between strategy execution and organisational performance in Kiambu County

institutions of higher learning. According to the data, there is a link between strategy implementation and organisational performance.

Mudany, Letting, and Gituro (2020) investigated the relationship between strategy implementation and organisational performance in the energy sector. The characteristics of strategy implementation had a significant impact on performance. The study's cornerstone was the institutional theory. A cross-sectional survey approach was used, with structured questionnaires used to obtain primary data. 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.

Employees who are motivated often have a good impact on improving their performance, according to Manik (2016)'s study of the impact of transformational leadership on achievement motivation, organisational atmosphere, and employee performance. According to Thi Hoai et al. (2015), certain health-care workers regard their understanding as deteriorating, which impairs their motivation. This was the conclusion of their study on the motivation of health workers in providing maternal health care. According to a study on the mediating influence of intrinsic motivation and its link to work insecurity and organisational performance (Li et al., 2019), job insecurity is inversely related to intrinsic motivation.

A study was conducted to determine how employee motivation influences the relationship between workaholism and perceived transformational leadership efficacy. According to the study's findings (Endriulaitien & Morkeviit, 2020), the expected relationship between transformative leadership and employee motivation explains the good impact on intrinsic motivation. Choi and Ahn (2016) investigated the role of empowerment (which includes motivation) as a moderator in the relationship between nurse managers' leadership and job satisfaction. The study discovered that empowerment considerably mediated the association between organisational leadership and commitment. Shin et al. (2019) confirm that intrinsic motivation determines how employees respond to stress in their cross-sectional study to evaluate the mediating function of intrinsic motivation in the link between work insecurity and

performance. A research of public service motivation (PSM) among healthcare professionals working in public hospitals discovered that PSM was related to healthcare quality both directly and indirectly, modulating the relationship between hindrance stress and healthcare quality (Deng et al., 2019).

Asif et al. (2019) used a cross-sectional study approach to evaluate the mediating effects of structural empowerment and work satisfaction on the linkages between transformational leadership and the level of care in Pakistan. The study concluded that structural empowerment and work satisfaction significantly moderated the relationships between transformational leadership and bad patient outcomes and transformational leadership and quality of care. Empowerment, according to a Pakistani study, is a sort of motivation. Kenya, in a different environment, shall be the focus of the current study. Chen et al. (2019) studied the mediating roles of burnout and job dissatisfaction on the relationship between patient-nurse ratio and nurses' desire to leave using a cross-sectional methodology. Personal burnout, client-related burnout, and job dissatisfaction all significantly influenced the relationship between the standardised patient-nurse ratio and intention to quit (Chen et al., 2019).

Jayaweera (2015) conducted the same study to investigate the extent to which work motivation mediates the relationship between work environmental factors, job performance, and job performance among a sample of hotel workers in England. A questionnaire was used to poll 254 hotel employees from 25 chain hotels in Bristol, England, for this cross-sectional study. The findings imply that work motivation mediates the association between working conditions and job performance and that work environmental characteristics have a strong impact with job performance. Furthermore, the data indicate a substantial relationship between hotel employees' work motivation and job performance. The findings highlight the importance of working circumstances and job motivation in explaining hotel employees' job performance.

Dar (2014) performed research to better understand the relationship between post-selection HRM practises and perceived performance of Pakistani Islamic banks. The basic data for this study were collected from 200 employees of numerous Islamic banks in Pakistan using organised and reliable questionnaires. The grade, age, experience, and education levels of the respondents demographic profile were varied. The study found a significant and favorably correlated

relationship between perceived performance of Islamic banks in Pakistan. Shibru, Bibiso, and Ousman (2017) looked into how resource allocation-related issues affect organisational effectiveness. Her research showed that firms were adopting strategic resource allocation practices slowly, which was impeding their ability to function at their best. The study concentrated on how finances affect how well strategies are implemented. This study did not specifically address the impact of non-financial factors on resource allocation during strategy implementation on organisational performance.

Njihia and Mwirigi (2014) looked into how performance in Kenyan public financial institutions is affected by resource allocation planning. The study, which was centered on these institutions' procurement divisions, showed that resource allocation had a big impact on how well financial institutions perform. It did not demonstrate how improving the balance between general resource distribution and funding for particular departments might enhance overall performance from a low level to a corporate-wide unit. Mwanje (2017) discovered that inadequate strategy planning has an impact on resource allocation at the Board in his analysis of the factors influencing the Kenya Sugar Board's implementation of its strategies. This was demonstrated by simultaneously developing many strategies, which stressed the available resources and resulted in inadequate strategy implementation. The study also showed that the Board prioritized financial resource allocation throughout the strategy design phase, ignoring the importance of non-financial resources like human resources in strategy implementation, which contributed to under Performance of the organisation. The current study intended to ascertain how balancing all resource types impacted organisational performance when they were dispersed among all departments and activities.

Consequently, this study established how strategic leadership affects the execution of plans and overall organisational performance. The researchers Wu, Straub, and Liang (2015) investigated the link between communication and organisational effectiveness. The Nigerian study indicates the general importance of communication as a continuity and crucial component of strategy implementation. The study found that sharing the organisation's strategies with all of its employees on a regular basis helped it reach its objectives more successfully overall. The need of conveying the strategy to all stakeholders, including outside parties, was not, however,

highlighted by the findings. To determine if they have a broad impact on strategy communication and overall organisational performance, the current study focused on these domains.

Ndunge, Oluoch, and Mutua (2019) examined the strategy implementation process on the performance of Kenya Medical Training College (KMTC) across a ten-year period of strategic management in the institution to establish the impact of strategy implementation on KMTC's performance. The study employed a case study research approach. In the study, both secondary and primary data were used by gathering secondary data through desk reviews of the strategic plans' implementation and financial reports, as well as qualitative primary data from senior managers, and by subjecting the data to content analysis. The study's empirical results and analyses showed that strategy Implementation has a direct impact on organisational performance.

Waititu (2016) conducted a study to determine the impact of strategy implementation on the performance of forty-three (43) commercial banks in Kenya. One of the specific goals was to determine the influence of strategy operationalization and institutionalisation on bank performance. The research design for the study was correlational. Data was acquired through a census, and descriptive statistics, including percentages, were used to analyse and synthesize the data. Pearson's correlation coefficient was used to analyse the type and strength of the relationship between strategy execution and organisational performance. To analyse the influence of strategy execution on organisational performance, a multiple correlation model was developed. The data indicate a moderately significant relationship between organisational performance and strategy adoption.

Belias and Koustelios (2014) investigated the impact of leadership and change management strategies on organisational culture in Greece. The study found that a key component of an organisation's change management strategy is leadership. The study also showed that vision is a crucial aspect of leadership and is connected to culture. In general, leaders are crucial in choosing planning and change management strategies. The findings contend that in order for everyone to engage in the new behavior and test the waters of a new culture, leaders must establish a psychologically safe environment.

Abba (2016) looked at how strategic leadership affected how commercial banks implemented their strategies. According to the study, executives in an organisation create a strategic vision, formulate plans of action, and establish goals for the business. Additionally, it was found that executives set long-term goals for the business and attend to the requirements of human resource planning. An organisation with knowledgeable executives is better able to steer itself in the right path. This includes managing the organisation's people capital and resources, which enables high organisation performance in terms of both revenue and overall performance.

In their 2019 study, Akparep, Jengre, and Mogre explored the effects of organisational performance on business strategy and leadership style in Ghana's manufacturing industry. According to the study, business strategy and leadership style have a statistically significant impact on how well an organisation performs. The study also showed that a leader's style has a significant impact on how well an organisation performs. Compared to transactional leadership style, transformational leadership style had a considerable positive impact. Businesses should adopt a transformational leadership style if they want to experience organisational performance. From the study results, leaders can be seen to serve as an innovator, strategist, caretaker, analyst, guide organizer, motivator, developer, change enabler or change driver, decision-maker, collaborator, risk manager, debtor, and evaluator, among other roles. Therefore, leadership accountability, loyalty power, motivation, awareness, articulacy, consistency, and reliability are the ingredients for an efficient strategic management process.

Iqbal, Anwar and Haider (2015) researched on effect of leadership style on employee performance. The study revealed leadership styles have significant and substantial effect on organisations. Autocratic leadership created a one-sided conversation. The study also observed that leadership skills of the employees became restrictive autocratic leadership and the employees were involved in repetitive work on daily activities. Further the study observed that Leaders had the authority, therefore there were chances of exploitation and distortion of employees. This restricted workplace communication and socialisation. Democratic leadership style was considered beneficial to most companies. This style focused on the management that provided guidance to its teams and its departments while accepting and receiving inputs from individual team members. The study further revealed that participative leadership style was also

common among companies. It was observed that participative leadership style was unproductive on short-term periods. The study concluded that authoritative style, consultative style and participative style to be the most acceptable strategy for organisational performance.

Kipkorir et al. (2017) studied strategy implementation and public service performance and explored the impact of resource allocation, the role of staff involvement, the influence of reward systems, the impact of operating procedures, and the function of communication on performance. The McKinsey 7s model was used in the survey research design. The population consisted of 37 organisations and 349 members of the management team. The stratified approach used 151 respondents as the sample size, and descriptive and inferential statistics were used to analyse the data. The results showed that strategy institutionalisation through communication and reward systems, resource allocation (allocating funds, adequate personnel, and staff involvement to implement new strategies), and operating procedures (staff training, policies, guiding principles to ensure compliance with organisation's strategy, procedures, management capacity, and top management's strategic guidance) affect performance to varying degrees.

A study on strategic management strategies as a major factor influencing the Performance of exceptional non-governmental organisations was conducted by Ramadan in 2017. Environmental scanning, strategy creation, strategy implementation, strategy evaluation, and strategy monitoring were the components of the strategic management processes. This study used correlation and multiple correlation analysis to better understand the relationship between strategic management practices (environmental scanning, strategy formulation, strategy implementation, and strategy evaluation and monitoring) and both financial and non-financial performance of NGOs. A high positive link between the strategic management techniques and both financial and non-financial performance was found through correlation analysis. Then, using multiple correlation analysis, it was discovered that each of the strategic management approaches had a statistically significant positive relationship with both financial and non-financial success. Strategy execution was the strongest predictor of financial performance in NGOs, whereas strategy review and monitoring was the strongest predictor of non-financial performance in NGOs. Overall, the results indicate that strategic management practices should be taken into consideration by those who want to improve the financial Performance of their

programs in terms of fundraising, financial sustainability, credibility, and financial efficiency. These practices can also improve the effectiveness, efficiency, impact, partnership, and quality of their programs.

In a randomized mixed pilot study on a leadership and organisational development intervention for the adoption of evidence-based practices, George et al. (2017) conducted research on leadership and organisational change for implementation (LOCI). The results showed that leadership is crucial to the implementation of change. The study also noted that there are other interventions that emphasize particular tactics that team leaders might employ to enhance the environment for implementation. They contend that tactics that evaluate, intervene, and promote implementation at various organisational levels ought to have a higher chance of being successful in the efficient application of evidence-based practice.

Kassim (2022) looked at the process of developing strategies for small and medium-sized businesses. The study found that effective leadership is a dynamic, active process that influences and directs followers. The study also confirms that leadership is all about persuading a group of people to work toward corporate goals. The study found that several approaches to strategy creation and implementation were successful.

In their 2019 study, Kowo and Akinbola explored the connection between leadership philosophies and the productivity of small and medium manufacturing firms. The study found a strong correlation between small- to medium-sized manufacturing enterprises' performance and the applied or used styles during the process of implementing strategies. The study also showed that owners of small- to medium-sized manufacturing companies utilised transactional and passive/avoidant conduct, as well as transformational leadership style, to improve the Performance of their companies. Aladag, Köseoglu, King, and Mehraliyev (2020) investigated how organisational structure and leadership style affected the implementation of strategy in the hospitality sector. The survey found that among the hotel industry, charismatic, democratic, and transformational leadership styles were most prevalent. The study also found that organisational structure affects how well a strategy is implemented.

Mailu, Ntale, and Ngui (2018), employed a descriptive study to examine organisational structure and resources to measure strategy execution in a Kenyan pharmaceutical company. A census technique was used to collect primary data on 64 respondents by distributing questionnaires. The data was examined using both descriptive statistics and a multiple regression model in the study. The findings revealed that strategy implementation had a significant impact on organisational performance. The study concluded that insufficient resources, in any form, had an impact on plan execution. However, because this study was conducted in the pharmaceutical industry, it may be able to solve issues that the level Four government hospitals are experiencing. The current study sought to investigate the mediating influence of strategy implementation on the link between employee motivation and performance at Kenya's level four government hospitals.

Guruwo, Chiguvi, and Guruwo (2017) carried out a descriptive study on clothes retail stores in Zimbabwe, utilizing descriptive statistics to examine the information gathered from 40 respondents' self-administered questionnaires and structured interviews. According to the findings, adopting a plan is plagued with obstacles, which ultimately have a detrimental impact on organisational performance. The investigation also found that a lack of funding resulted in the cancellation of all planned activities and projects. However, inferential statistics were not used in the study to determine the association between the variables. In order to get more accurate conclusions, this research used both descriptive and inferential statistics to reduce methodological flaws.

Mohamed and Mohamud (2021) also investigated how strategic management methods affected the effectiveness of NGOs in Mogadishu, Somalia. The study used a closed-ended questionnaire to gather quantitative data from 50 participants using non-probability purposive sampling approaches. The data in the study was analysed using regression analysis. The findings revealed a favourable and significant link between organisational performance and strategy implementation. Eren and Birinci (2013) have carried out a descriptive study on the effects of strategic management strategies on the effectiveness of Turkish institutions. A questionnaire was utilised to collect quantitative data from 130 people. Descriptive and inferential statistics were used to analyse the data. The results showed that the relationship between organisation performance and strategy implementation was positive and substantial. The analysis concluded

that no monitoring and evaluation was done since the strategies were not properly planned and thoroughly implemented

Wambani, Sakataka, and Makokha (2017) studied the influence of strategy execution on employee performance in a study. The Systems Theory, Resource-Based View Theory, Environmental Dependency Theory, Dynamic Capabilities Theory, Contingency Theory, and Institutional Theory directed the research. A descriptive research design was employed with a structured questionnaire that covered both qualitative and quantitative data, being administered to the target population by the researcher for data collection. The researcher employed a multiple correlation coefficient and regression analysis, as well as the ANOVA test, to establish, draw conclusions, and make suggestions based on the findings about the link between the independent factors and the dependent variable. The research predictors and the predicted variable had a statistically significant regression effect, according to the findings.

Muendo and Ogutu (2020) conducted study to assess the organization's effectiveness and the strategies utilised by KMTC. The study employed a case study research approach. Secondary and primary data were employed in the investigation. Senior managers, including the former strategic plan in-charge, the deputy director of finance and administration, the human resource manager, the external liaison officer, the public relations officer, the deputy registrar research, the chief procurement officer, and the institutional advancement officer, were contacted for primary data. Secondary data was acquired through a desk analysis of financial records and the implementation of strategic goals. Because the type of data that was gathered was qualitative, content analysis was used to examine it. The results of the empirical research and analysis carried out at KMTC demonstrate that strategy Implementation directly affects organisational performance.

Co-operative Insurance Organisation Ltd. (CIC) was the subject of research by Kiarie (2012), who discovered that CIC used a balanced scorecard to implement the strategies that were selected. This study focused on how the balanced scorecard could be applied to the execution of strategies; it did not address the performance -related difficulties that the current study aims to address. Wambua (2012) conducted study on the Balози Sacco Society's plan execution, and her findings showed that there was staff involvement, management commitment, and that leadership

was a crucial practice. The development of an implementation plan, training of staff, and routine strategy reviews were shown to be crucial activities in strategy implementation. Wambua did not, however, analyse how strategy execution affects organisational performance, as was done in the current study for the Level Four government hospitals. Gichema (2012) conducted a study at World Vision Kenya, and the results showed that organisational structure, organisational culture, and communication were important elements in plan execution. Gichema limited the study to identifying variables that affected strategy implementation rather than how that affected organisational performance.

Mwaura (2013) conducted research on the implementation of strategies at Chase Bank in Kenya and found that these issues included a lack of staff and expertise, both of which had a detrimental impact on the implementation of strategies. Muchira (2013) conducted research on how strategy implementation affects returns on equity among Kenyan commercial banks and concluded that implementation significantly improved financial performance.

For instance, Njagi and Kombo (2014) found that the degree of performance reported by Kenyan commercial banks was impacted by the execution of the approach. The plans outlined the course that the banks took to obtain a competitive edge and set themselves apart from other Kenyan commercial banks in terms of the financial services they offered. The findings showed that commercial banks in Kenya used various strategy implementation programs on various strategies in an effort to improve return on equity and assets by utilising their operational efficiency. The banks had control over a variety of resources, which they combined in various ratios to become competitive in the market. The study suggested ongoing improvements in information communication and technology in their operations for operational efficiency in order to be more competitive and responsive to client needs.

Rajasekar (2014) investigated how organisational communications play a role in the implementation of strategy among power distribution businesses in the Sultanate of Oman. Types of leadership, the organisation of leadership roles, and internal control mechanisms were among the crucial elements in plan implementation. Organisations must use a variety of

methods, including human resource management and internal competences, in the current environment of intense competition.

Mbaka and Mugambi (2014) used a descriptive approach to perform a study on strategy implementation in Kenya's water sector. The study looked at a number of secondary data reports on the execution of major water projects. The findings show that in the water business, the level of administrative support, inadequacy of resources, and technical expertise among people all have a major impact on plan execution. The results also showed that the efficacy of management leadership and communication had an impact on strategy implementation.

Ndegwa (2014) focused his study on Kenya's Nyeri County's Public Secondary Schools in order to examine how strategies are implemented in educational institutions. The study employed a semi-structured questionnaire to collect primary data. Managerial abilities, resource allocation, rewards and incentives, and institutional policies were the study's explanatory variables. Principals of institutions in the two Sub-counties of Mukurweini and 34 in Othaya were among the responders who were targeted. They had the freedom to assign tasks to their Deputies. The results indicate that: Allocation of resources Implementation of the plan was significantly influenced by managerial abilities, institutional policies, and rewards and incentives. The study area's secondary schools' ability to implement their strategies was significantly influenced by how well these elements were managed.

The impact of strategy execution on organisational performance among IHLs in Kiambu County was studied by Donna and Wanjira (2018). Cross-sectional descriptive study design was chosen because it allowed for efficient data gathering to evaluate various hypotheses regarding the variables being investigated. Heads of academic and non-academic departments made up the target audience. Through stratified random sampling, the 174 respondents who made up the sample were chosen. Semi-structured questionnaires using the pick and choose technique of delivery were used to gather primary data. A pilot test was done to evaluate the reliability of the research instruments, and content validity was determined by soliciting feedback from academics and practitioners of implementation strategies. The Cronbach alpha test was performed to determine the reliability of the questionnaire, and it produced an acceptable cut off of 0.8. The

data was analysed using descriptive statistics such as mean, percentages, and standard deviations. To assess the impact of the independent factors on the dependent variables, multiple regression analysis and other inferential statistics such as correlation tests were also performed. Tables were used to display the results and their corresponding interpretations. Sixty-six percent (66%) of the study's participants responded. The results showed that strategic leadership, strategic resource allocation, monitoring and control of strategies, and strategic communication all had a substantial impact on how well IHLs performed.

Wambui, (2017) conducted a survey on the variables influencing the implementation of strategies at the Nairobi Water and Sewerage Organisation, and found that all organisations with top management that did not show confidence in the employees holding key administrative positions when delegating tasks to them performed poorly compared to all organisations with top management that did so. The study neglected the personal interests of the other employees in the organisation in favor of achieving the principal's and some agents' (top management) interests. In order to achieve the mutual goals of the principal and agents, this study examined how strategic leadership affects organisational performance.

In a study on the effects of strategic implementation on Zetech University performance, Chege (2015) discovered that leaders don't involve their workforce in the creation of strategic plans, which results in reluctant implementation and subpar performance. Consequently, this study established how strategic leadership affects the execution of plans and overall organisational performance. Uka (2014) looked into the relationship between communication and organisational effectiveness. The study carried out in Nigeria demonstrates the general significance of communication as a continuity and essential element of strategy implementation. The study found that sharing the organisation's strategies with all of its employees on a regular basis helped it reach its objectives more successfully overall. The need of conveying the strategy to all stakeholders, including outside parties, was not, however, highlighted by the findings. To determine if they have a broad impact on strategy communication and overall organisational performance, the current study focused on these domains.

Kilile, Munga, and Were (2018) investigated the impact of strategy implementation on the performance of Kenyan government entities. The study took a descriptive research approach, and respondents were drawn from the ministry of tourism's six operating agencies using a stratified sampling procedure. The study's intended audience was middle and senior management personnel. To investigate the data, descriptive statistics such as frequencies, percentages, mean scores, and standard deviation were employed, while inferential statistics such as correlation and regression analysis were done on the study variables. All of the independent factors had a favorable link with organisational performance, according to the study's findings. In their study of the impact of performance contracting on strategy implementation and performance in state companies in Kenya, Njoroge et al. (2015) discovered that, while government institutions have strategic plans, the implementation of these strategies is lacking.

Strategic evaluation and organisational performance have a favorable association, according to a study by Melnyk, Stewart, and Swink (2014). Their study, which included 210 firms and was conducted in the United States, sought to determine the impact of metric measurements on performance. According to the survey, 82% of businesses with clearly stated objectives outperformed those without them in terms of success. The report also observed that when businesses develop targets, they must make sure they are in line with the desired performance. Otherwise, evaluation methods may produce undesirable data or measure things unrelated to the organisation's performance.

5.2.3 Moderating Effect of Stakeholder Engagement

The third objective of this research was to assess the moderating effect of stakeholder engagement on the relation between employee motivation and performance of Level Four government hospitals in Kenya. To ensure that all organisational structures are represented from the ground up, it is crucial for an organisation to include stakeholders in its strategic planning procedures. If the stakeholders are included in the planning, it becomes very simple for them to support and carry out the plan. The strategic plan has an impact on a number of stakeholders in any organisation. These stakeholders might also be able to influence this strategy because they might have knowledge, expertise, or insights that would be valuable in its development.

Stakeholders may also be in a position to advance the strategic plan or obstruct it, as well as have a stake in the activities of the decision-makers who approve and carry out any component of the plan. This is a crucial point because it may help or hinder the implementation of a strategy and perhaps result in a performance disparity - the use of an "inclusive approach" in stakeholder interaction, where the institution's goals and values are outlined and shared with all parties. Stakeholders must also be taken into account while designing the institution's strategy by switching from single to triple bottom line reporting and taking economic, social, and environmental concerns into account. In order to integrate their perspective and the intention of their involvement to result in change or a new direction, especially the implementation of strategy, stakeholders must generally be included in the development of a strategic plan (Gupta, Crilly & Greckhamer, 2020).

The hypothesis was tested by using Baron and Kenny (1986) three step models of moderation. The results show positive and significant relationship when an interaction term is considered ($R^2=.861$, $\beta =.277$, $p=0.00$) implying that stakeholder engagement adds significantly to the relationship as a moderator. The moderation therefore is depicted in the model. Thus, the hypotheses that stakeholder engagement does not significantly affect the link between employee motivation and performance of Level Four government hospitals in Kenya is rejected.

The moderating influence of stakeholder engagement was investigated, and the findings were interpreted using the coefficient of determination (R-Square), Analysis of Variance (ANOVA), and regression coefficients. An interaction term (a product of employee motivation and stakeholder engagement) was introduced as an additional predictor in a hierarchical regression analysis. This was accomplished in three steps using the Baron and Kenny (1986) approach. The P value of the interaction term (EM*SE) is $0.000 < 0.05$, and the R square increased from 72.7% to 80.2% and 86.1% after the interaction term, indicating that stakeholder engagement moderates the relationship between employee motivation and Performance of Level Four government hospitals in Kenya. As a result, the study rejected the null hypothesis in favour of the alternative hypothesis that there is a significant moderating influence of stakeholder engagement in the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

The findings are consistent with the findings of Alwedyan (2021), who investigated the relationship between employee motivation and performance and discovered a stronger relationship between job performance and motivation. The descriptive analytical method was used in the investigation. Questionnaires were employed to collect data. Hemakumara's (2020) research found a link between motivation and job performance. Similarly, Mulyani, Sari, and Sari (2020) discovered that motivation had a large and favourable impact on employee performance. The descriptive technique was used in the investigation. In the analysis, a structural equation model programme (SEM) with a linear structural relationship (LISREL) was used. These, however, did not take into account the addition of a moderating and mediating variable. This study will introduce strategy implementation and stakeholder engagement as mediating and moderating variables, respectively, and investigate how they affect the performance of Level Four government hospitals in Kenya.

Using a field experiment, Kassinis and Soteriou (2020) examined the effect of stakeholder engagement in value co-creation and firm performance. The study employed Data Envelopment Analysis (DEA) modeling framework in establishing whether stakeholder engagement improved the efficiency of delivering medical care. The results indicated that stakeholder engagement was statistically significant in value creation and in improving firm performance. Masefield, Msosa, Chinguwo, and Grugel (2021) investigated the role of stakeholder engagement in a low-income country's health policy process. The study employed a qualitative research approach and included unstructured questions. Stakeholder engagement was found to have a substantial impact on inclusive and meaningful participation in the health policy process. Stakeholder engagement variables (tokenistic involvement; stakeholder hierarchy; mutual distrust; favoured stakeholders) all demonstrated a statistically significant link with the health policy process.

Using a multilevel stakeholder engagement model, Boyer et al. (2018) examined the formulation of stakeholder engagement using a multilevel approach. Data was collected using interviews and surveys. The study confirmed the role of stakeholder engagement in strengthening the relationships between the community and health care providers. Using a mixed research approach, Akwanalo et al. (2019) examined the relationship between stakeholder engagement and referral networks for management of hypertension. The study engaged the stakeholders using the International Association of Public Participation (IAP2) framework. The study used

qualitative data collection. Data was collected using informants and a focused group discussion. The study results indicated that IAP2 framework provided the flexibility of engaging the different stakeholders at varying degrees and repeatedly. It was revealed that for effective stakeholder engagement to strengthen referral systems across health care networks, then multiple players at different levels of the health delivery network need to be involved.

Varenova (2017) studied the role of stakeholder engagement and corporate social and environmental reporting in achieving accountability. The study used questionnaires and interviews in collecting data and analysed data using content analysis. Stakeholder engagement was found to be a vehicle to learn social and environmental information needs of stakeholders with regards to corporate performance. Using pragmatic paradigm, Nakiyaga et al., (2021) investigated the influence of stakeholder engagement in school management in improving students' academic attainment. The study was founded on Stakeholder Theory. It was decided to use a mixed methods design, concurrent and convergent approach. Stratified random sampling was used to obtain the sample. Interview guides and questionnaires were used to collect data. The analysis included descriptive and inferential statistics. The findings demonstrated a correlation between stakeholder engagement and improved academic attainment among learners.

Frczkiewicz-Wronka, Ingram, Szymaniec-Mlicka, and Tworek (2021) investigated the moderating influence of stakeholder engagement in decision-making. The link between risk management and financial stability was investigated. According to the study's findings, risk management practises are favourably associated to financial stability. The study's findings demonstrated that stakeholder engagement had a non-significant moderating influence on the relationship between decision-making and financial stability. Awiti, Imbambi, Ng'ong'a, Mande, and Busieka (2020) investigated the link between strategic management and performance. Non-probability purposive sampling was used to pick the respondents. The analysis employed both descriptive and inferential statistics. The study's findings demonstrated a substantial association between strategic management and performance when stakeholder engagement is moderated.

Santoro et al. (2020) investigated the association between entrepreneur resilience and perceived business performance as well as the moderating effect of stakeholder engagement. A quantitative approach using information acquired from 117 business owners running small companies operating in various industries was applied. The study's conclusions showed that entrepreneurs'

perceptions of resilience and success were positively correlated. Additionally, when an entrepreneur has a large network of stakeholders, the relationship is stronger.

Salem et al. (2018) examined the benefits of integrating stakeholder engagement in sustainable development as measured by environmental performance in 226 industrial firms. Engaging stakeholders in business activities would lead to reduced environmental harm, according to structural equation modeling. However, only having stakeholders' information won't result in a decrease in resource or waste utilisation.

For a sample of Dutch companies that voluntarily disclosed sustainability reports between the years of 2012 and 2016, Manning, Braam, and Reimsbach (2019) investigated whether board monitoring effectiveness, a significant internal CG mechanism, and stakeholder engagement, a significant external CG mechanism, are positively associated with sustainability reporting quality (SRQ), compliance with generally accepted sustainability reporting standards (SRC) and guidelines, and CSP. The findings from structural equation modeling indicate that, in the short run, monitoring efficacy has a favorable impact on SRQ and SRC. Stakeholder engagement has a good short-term impact on SRQ and SRC and a positive long-term impact on SRQ via CSP, suggesting that engaged stakeholders may eventually encourage businesses to conduct themselves in a more sustainable manner.

The hypothesis explored in Li, Liao, and Ma's 2022 study was that the character of an organization's main stakeholders has a substantial impact on the relationship between proactive corporate environmental strategy and organisational performance. Government interactions, product-customer relationships, and supplier partnerships were among the stakeholder relationships that were put to the test. Survey information from 405 Chinese organisation managers was examined. The findings revealed that the degree of the firm-government interaction, as well as product strategy, influence the relationship between a proactive environmental strategy and firm performance.

Bendell and Huvaj (2020) evaluated the impact of stakeholder engagement through CSEB on company investment in innovation. Stakeholder theory, the upper echelons perspective, and the knowledge-based view (KBV) were all used to support their claims that adopting higher degrees of corporate social and environmental behaviors results in greater innovation outcomes via various channels. While corporate social behaviors (CSB) have a direct beneficial impact on

firms' subsequent R&D investments, the authors evaluated the suggested model on a sample of Fortune 500 firms and discovered that the impact of corporate environmental behaviors (CEB) on innovation is dependent on executive tenure. By identifying several ways that CSB and CEB influence innovation, they added to the literature on innovation, CSB, and CEB.

Blackburn et al. (2018) used an exploratory study with a qualitative research methodology to examine how often organisations interact with stakeholders regarding social and environmental issues. 24 people who work for 15 different New Zealand organisations and are involved in producing sustainability reports were interviewed. To enable triangulation, papers from several organisations were also analysed. Engagement with stakeholders was seen to be crucial, and one of the key goals was to obtain a license that would allow businesses to continue operating. It was also discovered that managers do prioritize issues based on their importance. Stakeholders typically don't participate in organisational decision-making around environmental issues.

In order to determine the impact of stakeholder engagement on the performance of public universities in Kenya, Kimutai and Kwambai (2018) conducted a study. The research used a descriptive survey approach. There are 1,100 staff members in total at the University of Eldoret. 65 people were included in the sample size. The primary instruments for gathering data were questionnaires. Descriptive statistics and correlation analysis were used to analyse the data. According to the study's findings, stakeholder engagement and organisational success at the University of Eldoret have a significant and favorable link.

Bendell and Huvaj (2020) Pucheta Martinez et al. (2020) explored the relationship between stakeholder engagement and environmental disclosure, as well as the proclivity of stakeholder engagement policies to release more environmental information, and the moderating effect of company performance. The findings demonstrate that companies with stakeholder engagement practices are more likely to disclose environmental information, whereas business performance adversely modifies this relationship.

Researchers Habek, Bialy, and Livenskaya (2019) looked at how stakeholders interact with the CSR reporting process in the mining sector and whether mining businesses use stakeholder feedback to make improvements. Using content analysis of corporate social responsibility reports from coal mining companies, the study's data was examined. The reports were gathered from the Global Reporting Initiative's database of sustainability reports (GRI). The findings show that

stakeholder engagement in the examined reports places a greater emphasis on giving than on receiving information from stakeholders, and all of the examined companies claim to hold conversations with stakeholders, albeit with various groups.

Ansong (2017) examined the influence of corporate social responsibility (CSR) on the financial performance of small and medium-sized enterprises (SMEs) in Ghana using stakeholder engagement as a moderating variable. The main data was provided from 423 SMEs in the Accra Metropolis. The partial least squares estimation approach was used to analyse the data. According to the survey, SMEs with superior CSR practices are better positioned to engage with their stakeholders, which leads to higher financial performance. This is evidence in support of a process by which CSR influences firm financial performance.

Nwankwo, Olabisi, and Onwuchekwa's (2017) study examined the impact of capacity building on businesses' output. The multipurpose cooperative societies in Nigeria were the study's area of concentration. The study's objectives were to assess the effects of capacity-building programmes, create metrics for measuring cooperative performance, and identify any barriers. The study used descriptive and inferential statistics for analysis after conducting a survey that yielded 529 responses from management committee members. According to study findings, increasing capacity significantly improves cooperative performance. The study, which is also situated in Nigeria, focuses on capacity building but ignores management of human resources, M&E, and communications. The two characteristics, alone, cause conceptual and contextual gaps. The performance of a project is impacted by different factors in Nigeria than in Kenya. This is so because the two nations have various operating environments and economic capacities.

Standing and Cripps (2015) assessed the essential performance criteria necessary for Slovenia's and Australia's successful adoption of electronic health records. It was highlighted that a variety of crucial success elements impacted by the context, environment, and changes occurring over time have a role in project implementation. The performance of the project and the deployment of e-health were regarded as being particularly dependent on stakeholder engagement. In addition, Van Offenbeek and Vos (2016) discussed how to manage project challenges across various stakeholder groups in Dutch e-health record projects. The performance of the project was said to be improved by stakeholder trade-offs, links between issues and stakeholders, effective communication, and differentiated stakeholder legitimacies.

By using the Project Management Body of Knowledge, Freire, Batista, and Martinez (2016) examined project performance management accreditation in Brazil (PMBOK). The study concentrated on ten PMBOK knowledge domains, including stakeholder and risk management. Notably, the identification of stakeholders is regarded as a crucial performance aspect. Stakeholder engagement planning was additionally highlighted as a crucial performance component, with emphasis placed on the significance of figuring out the optimal routes of communication for various stakeholders as well as the person in charge of information dissemination.

Odugbemi et al. (2018) explored the role stakeholders play in malaria Rapid Diagnostics Test (RDT) programs within the private health sector in Nigeria and addressed project performance in the health sector. The research sheds light on critical stakeholder management elements, such as good communication, organisation, utilisation of plenary presentations, stakeholder engagement meetings, and nominal group tactics, that have a beneficial impact on project success. Staunton et al. (2018) identify three stakeholder layers in South Africa and stress the value of stakeholder education, the development of relationships based on trust, and the expansion of consent processes in increasing project performance. The effectiveness of their medical initiatives is heavily influenced by the alignment of stakeholder values and roles, effective communication, stakeholder involvement, effective stakeholder identification, and stakeholder interest management.

Various surveys evaluating the connection between stakeholder engagement and project performance have been conducted in Kenya. In his research, Ochieng (2016) examined the factors that affect the viability of various public hospitals in Nairobi, Kenya. Stakeholder engagement, availability, proactivity, formal communication, and participation in evaluation and monitoring were all identified as crucial elements for project success. Similar to this line of reasoning, Abuya, Maina, and Chuma (2015) note that the effectiveness of health projects depends heavily on stakeholder involvement.

Among public secondary schools in Nairobi, Kenya, Ingabire, Gitahi, and Mwangi established stakeholders' involvement and the success of strategy execution in 2021. All Nairobi-area public secondary schools participating in the study were surveyed. The study relied on original data acquired through a questionnaire. After summarising the data with descriptive measurements,

percentages, and frequency distribution tables, the results were presented in tables and graphs.. According to the survey, schools value the role that stakeholders play in the strategy process because it has enabled them to increase support for choices, create strategic partnership creation, and foster collaborative problem-solving and conflict avoidance.

5.2.4 Mediated - Moderated Effect

The fourth objective of the study was to determine the mediation moderator effect on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya. In every culture, organisations take time to develop and adapt, but they must do so in ways that build on their strengths. Organisations encounter both internal and external crises, and none are immune from going out of date, becoming irrelevant, or having to close. Organisations must adjust to shifting contexts and capacities in order to survive, and they must maintain their mission, goals, programs, and activities in alignment with their most important stakeholders and constituents. An organisation's ability to endure is known as financial viability. It implies that an organisation's financial resources must flow in more than they leave. Multiple funding sources, positive cash flow, and financial surplus are prerequisites for an organisation to be financially successful. Companies with measured performance outperform their competitors and trade for higher prices on the stock market (Castelli, 2016).

The fourth hypothesis stated in the null form that there is no significant mediation – moderator effect on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

The findings are consistent with the mediation - moderator paradigm proposed by Hayes and Rockwood (2020). The effect was evaluated, and the results were interpreted using the coefficient of determination (R-Square), Analysis of Variance (ANOVA), and regression coefficients. Analysis of Variance calculations provide information regarding degrees of variability within a regression model and serve as the foundation for tests of significance. The coefficient regression findings suggest that the regression model of employee motivation on stakeholder involvement was significant in step one. In step two, the results suggest that the regression model of employee motivation, strategy implementation, stakeholder engagement, and the interaction term strategy implementation * stakeholder engagement on the performance of Kenyan government hospitals at the Level Four level was significant. Because the p value for the

mediation - moderator term (SI*SE) $0.000 < 0.05$ was less than the critical value 0.05, the study rejected the null hypothesis that there is no significant mediated - moderated effect on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

Moodley and Hove (2018) studied how the organisational performance was influenced by the motivation of the employees. Questionnaires were used. Employee motivation was found to be influenced by both extrinsic and intrinsic source. There was a negative impact on the organisational performance when the employees were demotivated. Similarly, Mikkelsen, Jacobsen and Andersen (2017) looked at ways of managing employee motivation. The study used multi-level dataset. Self-determination of employees and motivation was found to be correlated.

Zameer, Ali, Nisar, and Amir (2014) conducted research on the effect of motivation on employee performance. Questionnaires were used to obtain information. According to the data, motivation has a major impact on employee performance. Using empirical and descriptive analysis, Khan, Ahmed, Paul and Kazmi (2017) examined how the employee performance was affected by the employee motivation in banking industry in Pakistan. Statistical data was computed from closed-ended questionnaires. Employee motivation was found to be enhanced using strong relationship between the management and the employees. Mwabu and Were (2019) investigated the association between employee motivation and organisational performance using a descriptive survey design. We employed stratified random sampling. Quantitative data was collected via questionnaires. Regression analysis was used to examine the data... The study was limited to research institutions.

Kalogiannidis (2021) investigated the impact of employee motivation on organisational performance and discovered a statistically significant relationship between employee motivation and organisational performance. The scoping review research was based on the Arksey and O'Malley approach. Systematic searches were conducted primarily in ProQuest, Web of Science, Statista, and Google Scholar for studies published between 2010 and 2020. The review concentrated on how many factors of employee motivation, including rewards and recognition, management approaches, work environment, and employee attributes, affect organisational success. Nyaboga, Amuhaya and Wanjala (2020) examined the moderating role of stakeholder's

attributes on project management and implementation of rural electrification projects in Kenya. The descriptive research design was used in the study, and the data was analysed using descriptive and inferential statistics. Stakeholder characteristics were discovered to have a moderating effect on the link between project management and project implementation. The moderating impact of stakeholder management and societal features in the relationship between corporate environmental performance (CEP) and corporate financial performance (CFP) was investigated by Dal Maso, Mazzi, Soscia, and Terzani (2018). Analysis of descriptive and multivariate data. The findings revealed that stakeholder prioritisation and engagement are critical methods for favourably moderating the link between CEP and CFP.

In their 2019 study, Onyango, Muchina, and Irura Ng'ang'a, however, investigated the moderating influence of stakeholder knowledge on the relationship between social reporting and sustainability accounting. The survey strategy for the study included mixed methods research. The major informants were manufacturing unit managers and accountants, who were selected from tea factories in the Mount Kenya region. Simple random and stratified sampling methods were used to get the sample. According to the study, social reporting had a statistically significant impact on sustainable accounting, with stakeholder engagement having a negligible moderating effect.

Girdwichai and Sriviboon (2020) explored the impacts of employee motivation on their performance, as well as the mediating effects of the work environment and training. The study's methodology was survey-based, using data provided by academic staff from Indonesia's top ten business schools. The data was gathered via a questionnaire. The data was analysed using the SEM-PLS. According to the data, there is a considerable relationship between employee motivation and performance, and training has a positive but limited impact on performance.

Maina and Wamwayi conducted a study in Nairobi City County, Kenya, on the influence of employee empowerment on the performance of small and medium manufacturing firms in 2019. For the investigation, a descriptive research design was adopted. The study's target audience consisted of human resource managers and assistants from Nairobi's small and medium industrial firms. Based on a stratified random sampling strategy, the sample size was determined. Data from 141 sampled populations of human resource managers and assistants at small and medium manufacturing enterprises in Nairobi City County, Kenya, were gathered for the study using

questionnaires. Poor stock options have been linked to poor performance, absenteeism, sick absence, higher worker turnover, and higher hiring and training expenditures, according to the study

To ascertain the significance of the faculty development programme (FDP) as seen by a faculty member, the impact of the FDP on faculty motivation and performance, and if faculty motivation mediates the relationship between the FDP and employee performance, a survey of faculty members was conducted. Chahar, Jain, and Hatwal (2021) carried out research. The data was submitted by 311 professors from government and private universities in the Indian state of Uttarakhand. The primary factors of faculty engagement in FDP and their effects on faculty motivation and performance were evaluated using factor analysis, regression analysis, and the Sobel test to establish the association. It was revealed that FDP increases faculty members' talents, emotional control, and capability to carry out academic and administrative obligations.

Gunasekara, (2018) investigated how motivation affects executive-level performance. The goal was to determine how motivation affected an executive employee's performance on the job. Through the use of a standardised questionnaire, the study's responses were gathered. And the outcome demonstrates that both monetary and non-monetary motivation have an effect on performance.

Jong Yi Wang et al. (2018) conducted research to investigate the factors influencing workplace morale. A questionnaire was created as part of the research to gather the necessary data. According to the article's conclusions, putting good business practices into practice boosts morale. According to research by Sarveshni, George, and Anis (2018), managing motivation is challenging because each person is different and unique. Therefore, the same factor or factors that inspire one individual may not motivate another. Different things motivate each person differently. It states that businesses should first understand what drives their personnel. The purpose of this study was to determine the factors that influence employee motivation and output. As a result, it was discovered that both monetary and non-monetary factors drove the employees. It also revealed that undermotivated workers frequently quit their jobs, which led to an increase in labor turnover.

Anne and Paul (2019) evaluated the effects of stakeholder engagement on the effective implementation of projects in Kenya using the Kenya Railways Corporation. The study

employed descriptive research approach. The study's population included project officers, project managers/teams, contractors, consultants' engineers and architects, financial managers, and auditors. It was decided to use both primary and secondary data. To acquire primary data, a questionnaire was used. The data was examined using Statistical Packages for the Social Sciences (SPSS Version 21). The findings show that an increase in project monitoring and assessment, project team competency, top management support, and stakeholder involvement all contributed to an increase in project success in Kenya. This implies that the involvement of stakeholders was the most critical variable, followed by project team ability.

A study was undertaken by Hantiro and Maina in 2020 to ascertain the relationship between county government performance in Kenya and strategy implementation practices. This study employed a descriptive survey research approach. The management staff of the Tana River County Government served as the study's target population. 166 people in total, including the County Executive, County Chief Officers, Directors, Administrators, and County Officers, responded to the survey. The proportionate stratified sample approach was utilised in the investigation. The sampled respondents were chosen by simple random selection. There were 66 responders in the sample. All of the respondents filled out questionnaires, which served as the instrument for data collection. Thematic analysis in accordance with the study objectives was done on the qualitative data from the open-ended questions, and it was then presented in narrative style. To analyse quantitative data, descriptive statistics were utilised. Regression analysis was used to investigate the relationship between the dependent variable and the dependent variables. The study discovered a positive and significant relationship between organisational structure, organisational culture, resource allocation, communication, and organisational performance.

The implications of resource allocation on strategy implementation at the Kenya Police Service in Nairobi County were studied by Lemarleni et al. in 2017. The study's research methodology was a descriptive one. The study focused on a group of 56 police officers who were all employed by Nairobi County's thirteen police divisions and forty-three police stations. A questionnaire was used to gather the primary data. Organisational culture and strategy implementation showed the strongest and most positive relationships, followed by financial resource and strategy

implementation. Both human and technological resources showed significant and favorably correlated trends at and, respectively.

5.3 Summary of Research Findings

Chapter five contained discussion of the study's findings. The discussions and interpretations were based on statistical knowledge as well as the existing theoretical and empirical literature. According to the results, hypotheses one, three, and four were not confirmed, but hypothesis two demonstrated partial mediation. Table 40 provides a summary of the findings.

Table 40: Summary of Hypotheses

Objectives	Hypotheses	Hypotheses Test Results
Objective 1 To establish the relationship between employee motivation and Performance of Level Four government hospitals in Kenya	H ₀₁ : There is no significant relationship between employee motivation and Performance of Level Four government hospitals in Kenya.	Rejected
Objective 2 To establish the mediating effect of strategy implementation on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.	H ₀₂ : There is no significant mediating effect of strategy implementation on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.	Partial Mediation
Objective 3 To establish the moderating effect of stakeholder engagement on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.	H ₀₃ : There is no significant moderating effect of stakeholder engagement on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.	Rejected
Objective 4 To determine mediation – moderator effect on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya	H ₀₄ : There is no significant mediation – moderator effect on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.	Rejected

Hypothesis one, that there is no substantial association between staff motivation and performance of Level Four government hospitals in Kenya, was not confirmed, as shown in

Table 40. Hypotheses two also suggested a partial mediation effect. The third hypothesis, that there is no substantial moderating influence of stakeholder engagement on the link between employee motivation and Performance of Level Four government hospitals in Kenya, was not validated. Finally, hypothesis four was not validated, indicating that there is no substantial mediation - moderator effect on the relationship between staff motivation and Performance of Level Four government hospitals in Kenya.

5.4 Optimal Model

A model optimisation was carried out based on the study findings. The goal of model optimisation was to lead the development of the final model, which comprised just the significant variables for objectivity. Running regressions analysis produced the results. Results of the new conceptual framework are presented in Figure 5.

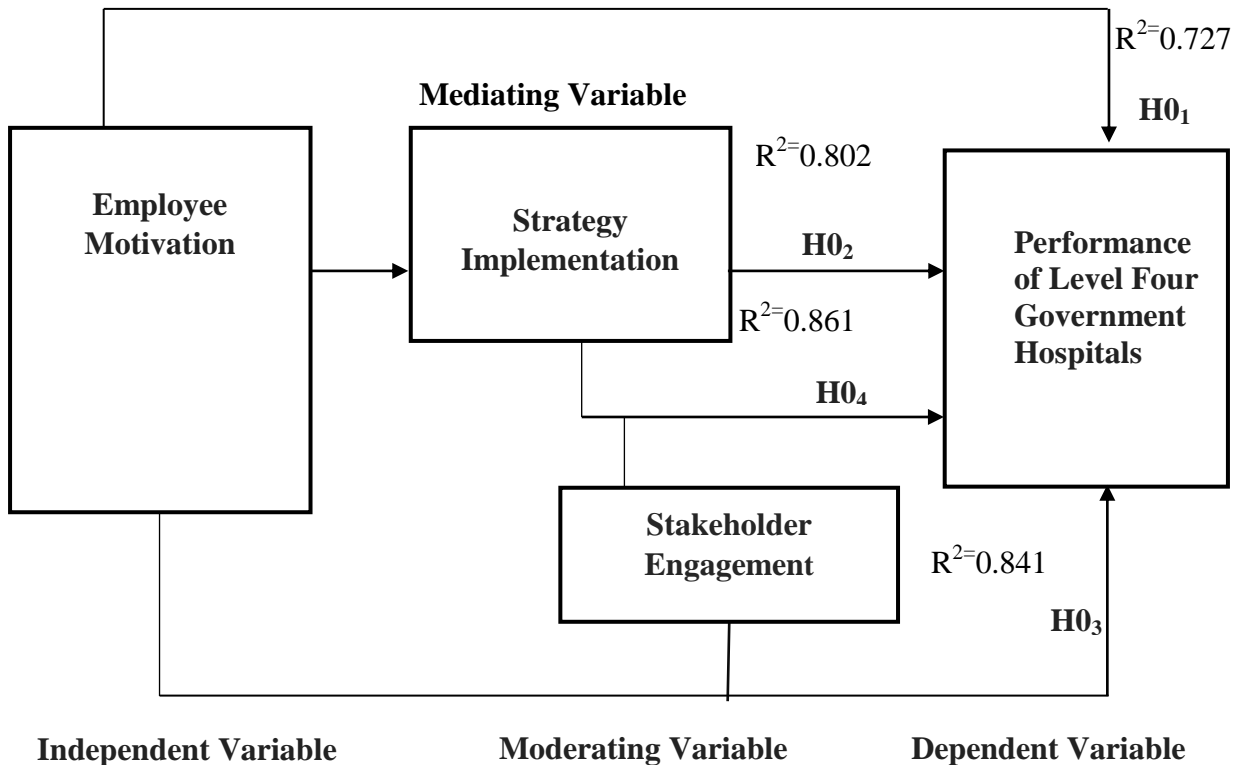


Figure 5: Optimal Model

The model in Figure 5 indicates that no variable was dropped since all null hypotheses of the study were rejected and the model was accepted as conceptualised and is therefore the optimal model.

5.5 Chapter Summary

Findings of the study have been examined and compared to the previous findings of other researchers. To a considerable extent, the findings of this study are consistent with past research findings. The propositions from the findings support the conceptualised and confirmed model depicted in Figure 5. The model conceptualises the interactions between employee motivation (independent variable), strategy implementation (mediating variable), stakeholder engagement (moderating variable) and performance (dependent variable) of Level Four government hospitals in Kenya. It also displays the mediation - moderator influence on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

CHAPTER SIX

SUMMARY OF FINDINGS AND CONCLUSIONS

6.1 Introduction

The primary objective of this research was to investigate the relationship between employee motivation, strategy implementation, stakeholder engagement, and the performance of Level Four government hospitals in Kenya. The study specifically sought to establish the relationship between employee motivation and the performance of Level Four government hospitals in Kenya; to investigate the mediating effect of strategy implementation on the relationship between employee motivation and the performance of Level Four government hospitals in Kenya; and to determine the moderating effect of stakeholder engagement on the relationship between employee motivation and the performance of Level Four government hospitals in Kenya. The final goal was to determine the mediation - moderator effect on the link between employee motivation and performance of Level Four government hospitals in Kenya. This chapter is a study summary that includes the study objectives, hypotheses, findings, and conclusions. The conclusions also indicate whether or not the study's objectives were met.

6.2 Summary of Study Findings

6.2.1 Relationship Between Employee Motivation and Organisational Performance

The first 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 employed to test the statistical significance of the independent variable (employee motivation) on the dependent variable (organisational performance) in n Level Four government hospitals in Kenya. H02: There is no substantial association between staff motivation and performance of Level Four government hospitals in Kenya, stated in the null form. When employee motivation is held constant, organisational performance remains at 0.639, according to the data. At the same time, a unit increase in employee engagement raises the Performance of Level Four government hospitals in Kenya by 0.804. Because the p value $0.000 < 0.05$ is smaller than the crucial value 0.05, the null hypothesis of no meaningful link between employee motivation and performance of Level Four government hospitals in Kenya was rejected. The study revealed that staff motivation had a strong association with the

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.

Knowing that acknowledging and applauding the effort of others has little impact on one's own performance, one must do it to those who deserve it or in front of a crowd by complimenting their achievements (Crucke et al.2021). The phrase "incentive" includes both material and ethical objectives, and it is the focal point for many procedures used in contemporary workplaces and organisations. Concrete benefits include direct compensation plans such as wages, prices, and bonuses (Anwar, 2016). Contrarily, moral benefits are referred to as indirect reward schemes and contain elements like job security, participation in decision-making, loyalty, pertinence, progress, and recognizing employees for their achievements. This illustrates that rewards are dependent on outstanding results, which can be gauged in terms of effectiveness, quantity, or

abundance in the amount of time spent on the task or even expenditures (Abdullah et al. 2017). The various incentives that have been discovered appear to be at odds with one another. They have been grouped by users into several approaches and tactics that the administration may employ to get the most qualified outcomes from humans. Scholars have categorised them according to how they affect each individual, while others have done so according to their distribution, goals, and other characteristics. Two major sorts of incentives have been identified after in-depth analysis: incentives based on the intent and rewards based on the actual form of the incentive (Ihsani & Wijayanto, 2020).

Positive and negative incentives are the two main categories of incentives, depending on their intended use. Offering monetary rewards to employees who satisfy a given standard of highly competent performance is one way to use incentives to favorably influence people's behavior by addressing their needs. Due to the fact that increased productivity, improved efficiency, working to high standards, developing inventories, and taking on more responsibility are all positive outcomes for the institution, which, in turn, provides its employees with tangible, spiritual, or social incentives, such benefits are advantageous to both the needs and interests of the employees and the organisation (Anwar & Balcioglu, 2016).

The second kind of compensation based on purpose is known as a negative reward, and it works by threatening to deprive employees of their rights, such as a percentage of their income, if they violate any of the work's ideals. These strategies are employed by management to reduce unfavorable behaviors and bad habits, such as sloth and order-following, among employees. This type of plan entails warnings and alarms, denying an employee specific rights for a predetermined amount of time, postponing promotion or even lowering the work status, and switching to different departments. According to the seriousness of the act, negative incentives, often referred to as deterrence incentives, are applied. On the other hand, disincentives are frequently crucial for raising production efficiency, particularly when dealing with sluggish workers (Ali, 2020). Second, incentives are separated into two categories according to the sort of incentive. The fact that it is regarded as the only source of income and the cornerstone upon which people rely to meet their fundamental necessities and assure their protection is the most important concrete incentive. Examples of this kind of reward include rates, commissions, periodic promotions, motivating promotions, participating in the institution's profits, and presents

for extra work (Lubis, 2020). Real assurances that forbid retaliation against an employee who breaks the rules help to maintain workplace security and stability. These promises help employees feel secure and stable, which lowers employee apprehension and raises productivity. As a result, the organisation must establish a link between the employee's consistency and his contribution to the institution's increased productivity. This consistency is only obtained by good personnel who put in the effort (Hameed & Anwar, 2018).

Staff productivity is increased by enrolling them in training sessions, which also improves their working circumstances and motivates them to put in more effort. This is due to the features of service that serve to improve the institution's efficiency and good manners (Dorta-Afonso, et al. 2021). Concrete rewards can be regarded as one of the most crucial components in encouraging employees to perform honestly, provided that there are reasonable costs that satisfy the needs of the individual. On the other hand, when the offered rates do not satisfy the needs of the individual, low and unjust rates are a significant influence in neglecting necessary tasks and leading to low productivity (Anwar & Ghafoor, 2017).

Enrolling employees in training sessions boosts their productivity while also improving their working conditions and inspiring them to work harder. This is as a result of the characteristics of service that help to increase the institution's effectiveness and manners (Dorta-Afonso, et al. 2021). Concrete rewards can be viewed as one of the most essential components in motivating employees to perform honestly if there are affordable expenses that satisfy the objectives of the individual. On the other hand, low and unfair prices have a big impact on disregarding important duties and resulting in low productivity when the given rates do not meet the needs of the individual (Anwar & Ghafoor, 2017). It is also important to keep in mind that physical prizes are a time-tested form of recognition for an individual's accomplishments because they are swift and immediate. Additionally, tangible benefits may be advantageous-for example, by giving employees bonuses and promotions-or detrimental-for example, by refusing to give employees aid or promotions or even cutting their pay (Stefurak et al. 2020).

Employees desire respect from their employers in addition to financial compensation. As a result, employee morale would increase. If their managers acknowledged them, workers would be more motivated (Pancasila et al. 2020). Employee contributions must be valued and considered in order to be recognized. Businesses need to keep their staff in mind (Anwar, 2017).

Other sources claim that honoring employees is superior to providing benefits (Pananrangi et al. 2020). To reward employees, both monetary and non-monetary methods are employed (Ha et al. 2020).

Employee appreciation can take the form of things like having their names included in the corporate newsletter, letters of recommendation, more time off, and vocal thanks. This is a method of demonstrating your concern for and value for your staff. Prizes without monetary value are more inspiring than those with. The assumption among workers is that they are respected in this way. Companies reward their employees to keep their enthusiasm and self-esteem high. Employees with a good reputation at work are highly motivated and productive. This is because motivated employees work well, which boosts one's desire to engage in such activities (Anwar & Qadir, 2017).

Organisations use this strategy to achieve their goals. Job performance and employee appreciation are intricately related. High performance results from a blend of job-related motivation and competence (Febrianti & Se, 2020). Employee gratitude raises morale, which improves productivity across the board for the business. In response to the constraints of reengineering work processes and the requirements of organisational effectiveness and production, several researches have examined the impact of desire to work on success (Anwar, 2017). In this research, employee appreciation was quickly identified as a crucial factor in motivation. Porter and Smith et al. (2020) also suggested a model of intrinsic and extrinsic motivation that is specific to the workplace.

These academics contend that the achievement of internal and extrinsic motivations impacts organisational effectiveness. Numerous studies have validated this idea, which is sometimes referred to as motivation as an indicator of organisational performance (Paais & Pattiruhu, 2020). However, motivation research has developed to address fresh management issues like employee loyalty (Riyadi, 2020). Some authors emphasise the value of employee appreciation as a motivating factor (Syamsir, 2020). Indeed, it acts as a bridge and intricate component in professional interactions as well as a stimulus for personal growth. It is also crucial for workplace mental health. The second most common reason for occupational psychological suffering is really a lack of recognition (Ali, 2021). Lack of recognition is a stress-tolerance factor and a key element in managers' capacity to deal with demanding work environments, for

instance (Hassan et al. 2020). The success and longevity of organisational transformation depends on recognition, which is one of the most important sources of organisational mobilisation and engagement (Andavar & Ali, 2020). Recognition also serves as the foundation for learning organisations (Sobaih & Hasanein, 2020). Finally, it improves business success and efficiency by increasing employee job satisfaction (Anwar & AbdZebari, 2015). In terms of their position or type of work, most employees want to stand out in the minds of their superiors, coworkers, and customers (Chandrawaty & Widodo, 2020).

In a similar vein, participants in a UK poll of industry experts in the construction sector (Da Cruz Carvalho et al. 2020) identified "recognition of their work" as the most important organisational activity or measure among those indicated. However, there is a discrepancy between this demand for recognition and workplace HR management practices, according to both qualitative and quantitative studies. Indeed, the power and dominance paradigm of organisational and personal behavior continues to have a strong influence on these behaviors (Anwar & Surarchith, 2015). Employees' growing desire for recognition is partly a result of certain social and organisational settings.

Modernity is characterised by the predominance of economic factors and their dominance over social considerations (Anwar, 2017). The emergence of individualism, the dissolution of social networks, and a declining sense of community follow. Furthermore, Crucke et al. (2021) claim that the contemporary context hinders the process of individualisation by depriving daily life of many of its human components and presenting the individual with a variety of challenges to overcome. In the contemporary environment of expectations and the more ambiguous existence of personal and communal references, which is made worse by the loss of traditions, people are pushed to identify anchor points and personal meanings in order to lead their lives. Work is probably one of these seats of existential importance (Anwar, 2016). Additionally, it satisfies a wide range of personal tastes and requirements. It still holds a significant place in people's lives despite ranking second only to family in terms of significance as a life value and domain (Abdullah et al. 2017). As the center of the social relationship, it seems to have replaced earlier places of social association (Ihsani & Wijayanto, 2020). Additionally, work has become overly significant in many people's pursuits of fulfillment and belonging (Anwar & Balcioglu, 2016). They therefore have far higher expectations for acknowledgment in this area of their lives. As a

result, some important factors that need to be addressed are brought into play by the organisational setting. Employees are affected by motivation; depending on the needs of the employer, motivation may have a positive or bad effect on the employee. According to the literature, motivation has a significant role in determining employee performance and satisfaction. Employee motivation extends beyond monetary incentives, which can be found in both internal and external incentives. Because individual employee demands differ from those of other employees, organisations must inspire individuals individually rather than as a group.

Hanaysha and Majid (2018) argue that employees are considered as the most important resource, and how an organisation manages the employee to remain motivated is known to be the main challenging task. Organisations rely on their employees' commitment, and engagement to succeed in the present era (Gleeson, 2017). Abdurrahman (2018) study proved that work motivation positively and significantly influences employees' performance.

To attain the desire goals and objectives from employee motivation, the organisation must motivate employees by using main aspects such as achievement, recognition, challenge, responsibility, development, involvement, and opportunity (Sastrohadiwiryo, 2019). Employees have different ways to feel motivated in performing tasks and the work environment is one of the factors that affected their work motivation. Moreover, motivation is an important aspect to predict the work Performance of an employee (Abdurrahman, 2019).

According to Mitev (2019), fluctuation of employee motivation depends on both organisational and managerial actions as well as on individual personality characteristics and perceptions of the specialist. It has been proven from the study by Olusadum and Anulika (2018) that enhance employee motivation is very important as it helps to improve employee's performance and enables management to achieve the organisation's desired objectives. Numerous problems in a organisation might result from low motivation. Companies' performance may significantly decline as a result for a while. Productivity loss is one of the main consequences of decreased motivation. The entire team may see a significant decline in production as a result of one individual slacking off because of a loss of motivation (Giacomelli, Annesi, & Barsanti, 2019). Even one person might have a significant negative impact on others' performance and productivity. An unmotivated employee will struggle to overcome obstacles. Another negative effect of reduced motivation is a drop in performance. When an unmotivated worker is assigned

a difficult assignment, he or she could subconsciously put it off and switch to a simpler activity without realizing there is a bigger issue.

The person quickly loses interest in their task, stops caring about being on time, and generally disregards organisation rules and regulations (Giacomelli et al., 2019). Because of the higher costs resulting from this, the organisation may either go out of business or remain afloat during financially challenging times. Unmotivated workers show little to no excitement for their jobs when they arrive at the office. As a result, they will start working solely for their paycheck. They might eventually lose interest in their jobs or, worse, become despondent.

6.2.2 Mediating effect of Strategy Implementation on the Relationship Between Employee Motivation and Organisational Performance

The second objective of the study was to look into the role of strategy implementation in mediating the relationship between employee motivation and Performance of Level Four government hospitals in Kenya. H02: There is no significant mediating influence of strategy implementation on the connection between employee motivation and Performance of Level Four government hospitals in Kenya., stated in the null form. In four steps, the mediating influence of strategy implementation on the connection between employee motivation and Performance of Level Four government hospitals in Kenya was investigated. The findings showed that steps 1, 2, and 3 were met because the P-value was less than 0.05. However, the p value for employee motivation was less than 0.05 in step 4. As a result, this revealed that there is a partial mediation effect on the mediating role of strategy implementation on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

Using empirical data, Ocak, Aladag, Koseoglu and King (2021) examined the barriers to strategy implementation in turkey's healthcare industry by survey method and concluded that low employee motivation and lack of consensus were among the barriers undermining strategy implementation. Wambani, Sakataka, and Makokha (2017) discovered a link between strategy implementation practises and employee performance in their study. A moderating variable was not taken into account. This study is similar to that of Donna and Wanjira (2018), who investigated the association between strategy implementation and organisational performance in Kiambu County institutions of higher learning. According to the data, there is a link between strategy implementation and organisational performance.

The study's findings were supported further by Luhangala and Anyieni (2019), who discovered that organisational structure and senior leadership influence how a plan is implemented. The sample size was calculated using stratified sampling, and data was collected using structured questionnaires. The data was analysed using the multiple regression technique. The organisational structure of the school offers the necessary processes and practices needed for a strategy plan to be implemented successfully. An effective implementation of strategic plans will be accomplished when well-developed communication is grounded in the organisational structure. When creating and carrying out an organisation's strategic strategy, the organisational structure is crucial. The distribution of resources has a significant impact on how well strategic plans are carried out.

This study concurs with that by Simon and Ronoh (2017) which showed that strategy operationalisation through resource allocation-allocating funds, hiring enough people, and encouraging staff participation to implement new strategies-and operational procedures-staff training, policies, and guiding principles to ensure that organisational procedures followed-affects performance to varying degrees. The institutionalisation of a strategy via reward systems and communication (clear goals and objectives, strategy direction, strategy clearly communicated, performance recognition system, effort-based rewards, and reward systems linked to new strategy affect performance differently) has been shown to have positive effects on performance. The study was guided by the study used McKinsey 7s model and obtained sample size using stratified technique. The descriptive and inferential statistics were used to analyse the data.

The findings of the study agree with those of Mwanthi (2018), who investigated the relationship between organisational performance and strategy implementation. The data show that strategy communication has a positive influence on strategy execution. This implies that in order for organisations to successfully implement their strategies, leaders must detail their strategic direction and engage everyone's involvement in order for everyone to comprehend the strategic plan's contents. The research also showed a link between organisational leadership and strategy implementation. The effectiveness of strategy implementation and overall organisational performance are determined by the leader's personality, leadership abilities, and leadership style. The study also discovered that employee involvement in strategy design had a favorable

impact on strategy execution. This suggests that when staff members are given the chance to contribute their thoughts to the formation of a strategy, they take ownership of the process and are subsequently motivated to implement the strategy. The outcomes also demonstrate that resource distribution had a favorable impact on strategy execution. This necessitates balancing the allocation of tangible and intangible resources for successful strategy implementation. Excellent organisational performance has been proven to result from successful strategy implementation.

The findings of this study align with those of Muriuki, Iravo, and Karanja (2016), who investigated the influence of performance planning in strategy implementation in Kenyan Commercial State Corporations. The study discovered that performance planning has a considerable impact on how well a strategy is implemented. The relationship between performance planning and strategy implementation was statistically significant. Performance planning activities contribute in the implementation of strategies. Because enhancing strategy implementation is unlikely, state enterprises should develop their performance planning processes and relate them to strategy.

The findings of this study are reinforced by Alharthy, Rashid, Pagliari, and Khan (2017), who investigated the factors influencing strategy adoption and their consequences on performance. A deeper comprehension of the pertinent influencing aspects that determine the outcomes of that execution is necessary for successful plan implementation. The study comes to the conclusion that because strategy implementation fails more frequently at this level, leaders and senior management of organisations need to pay more attention to it. The senior management should not have let the significance of strategy formulation and implementation divert them from the focus of project/initiative deliverables and goals. Senior management must satisfy internal and external clients as well as project or initiative deliverables, so they delegate as far down as they can to people who will be responsible for particular delivery actions and tasks. Play to people's strengths, give them some responsibility for the action that will ultimately be taken, and don't forget to involve them in every stage of the planning process. Organisations should regularly affect nearly every aspect of strategy and culture by embracing the maturity of policies, capabilities, values, competences, and business partnerships.

An in-depth case study analysis by Cândido and Santos (2019) on implementation obstacles and strategy implementation failure reveal that any obstacles that impact the strategy implementation process can interact and be strongly interrelated in dynamic and complex manners. The obstacles can also lead to and reinforce other obstacles, eventually forming long chains of blockages. Isaac, Masoud, Samad, and Abdullah (2016) investigated the role of strategic implementation in moderating the relationship between strategy formulation and organisational performance in government institutions. According to the study findings, strategy development has a favourable impact on strategy implementation and strategy execution has a significant impact on organisational performance. The study results also indicated that strategy formulation mediates the relationship between strategy implementation and organisational performance. Clear and well-defined strategy formulation and implementation policies, which are important corporate governance issues, are needed to help a leader make the right decision about ways to obtain outstanding performance.

The study's findings are compared to those of Oladele, Akeem, and Orji (2019), who looked at how market turbulence and strategy implementation practices affected SMEs' performance in the Nigerian context. The findings demonstrate a favorable correlation between strategy implementation practices. Furthermore, the study revealed that market turbulence moderated the relationship between strategy execution practises and SMEs' success in Abuja. According to the study's findings, there is a stronger association between strategy implementation practises and SMEs' success in Abuja during times of high market volatility than during times of low market volatility.

The study's findings are supported by Kobuthi's (2018) study, which discovered that strategy implementation mediates the relationship between corporate governance and non-financial performance of firms. This study's findings back up not only the claim that strategy implementation is important, but also the relationship between strategy formulation and implementation by identifying two stages of the formulation process that aim to include implementation-related considerations: strategy operationalisation and strategy institutionalisation. Strategy implementation procedures are crucial for the success of the implementation of a strategy. This study defines strategy implementation practices as the vital internal organisational elements that must be taken into account and handled for successful

strategy implementation. Organisational culture, employee competency, the budgeting process, and management commitment are some examples of these practices. According to Ngui and Maina's (2019) research, human resources, financial resources, and technological competency all have a positive and significant impact on strategy implementation. Although, most organisations come up with elaborate strategic plans, the implementation of the same may become a challenge. Therefore, an organisation that adheres to strategy implementation orientation works to make sure that these procedures are taken into account internally by the organisation when implementing the strategy. The successful execution of numerous strategies by organisations is essential to achieving enhanced performance, making strategy implementation the key to organisational performance.

Mwangi and Kihara (2021) study revealed that there is a positive and a statistically significant relationship between strategy implementation practices and Performance of private hospitals. According to Mwangi and Kihara (2021) an organisation's ability to implement strategy affects whether it will succeed, endure, or fail, and this depends on how its stakeholders manage it. Although organisations appear to struggle with strategy implementation, researchers have identified a number of issues that can cause this. These issues include: weak management roles in implementation, a lack of communication, a lack of commitment to the strategy, unawareness or misunderstanding of the strategy, misaligned organisational systems and resources, poor coordination and sharing of responsibilities, insufficient capabilities, competitive disadvantage, and insufficient resources. According to Isaac et al. (2016), strategy formulation mediates the relationship between strategy implementation and performance by separating the first order constructs of strategy formulation, such as vision, mission, and goals, from the first order constructs of strategy formulation, such as strategy, structure, and human resources. According to Owich, Katuse, and Ngari's (2018) study, there was a substantial mean difference in organisational performance and strategy formulation as well as a positive and significant correlation between the two. The study also shown how strategy formulation has a big impact on how well an organisation performs. The process by which a business develops its vision and purpose, examines its internal and external environments, and then chooses and establishes a long-term strategic target to achieve its set goals has a favorable effect on the organisational performance. Dubow (2017) linked successful strategy implementation to improved customer satisfaction, achievement of set targets, operational efficiency and increased market share.

Further, management support, corporate culture and communication was found to influence strategy implementation. Shimengah, Gathenya, and Otieno's (2019) research found a substantial relationship between strategy implementation factors (Strategic policies, organisational structure, resource capacities, and technological innovation) and performance.

6.2.3 Moderating Effect of Stakeholder Engagement on the Relationship Between Employee Motivation and Organisational Performance

The third objective of the research was to examine the moderating effect of stakeholder engagement on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya. Moderation was employed by Baron and Kenny (1986). H03: There is no substantial moderating influence of stakeholder engagement on the link between staff motivation and performance of Level Four government hospitals in Kenya, according to the third hypothesis. This was accomplished in three steps using the Baron and Kenny (1986) approach. The P value of the interaction term (EM*SE) is $0.000 < 0.05$, and the R square increased from 72.7% to 80.2% and 84.1% after the interaction term, indicating that stakeholder engagement moderates the relationship between employee motivation and Performance of Level Four government hospitals in Kenya. As a result of the findings, the introduction of stakeholder engagement had an enhanced moderating effect on the link between staff motivation and Performance of Level Four government hospitals in Kenya. As a result, the study rejected the null hypothesis in favour of the alternative hypothesis that there is a significant moderating influence of stakeholder engagement in the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

The study findings are supported by Kassinis and Soteriou (2020) who examined the effect of stakeholder engagement in value co-creation and firm performance and concluded that stakeholder engagement was statistically significant in value creation and in improving firm performance. This is backed up by Masefield, Msosa, Chinguwo, and Grugel (2021), who investigated the role of stakeholder engagement in the health policy process in a low-income country and concluded that stakeholder engagement has a significant influence on inclusive and meaningful engagement in the health policy process. Stakeholder engagement variables (tokenistic involvement; stakeholder hierarchy; mutual distrust; favoured stakeholders) all demonstrated a statistically significant link with the health policy process.

Stakeholder engagement can take place in a variety of ways depending on the non-symmetric stance. Dialogue won't always be in everyone's best interests because they play different roles at different power levels and may have different interests (Voinov & Bousquet, 2010). There are numerous strategies to promote stakeholder engagement, including newsletters, customer focus groups, employee work councils, and more. Businesses vary how and to what extent they use Stakeholder engagement (Eskerod, Huemann, & Savage, 2015). Routines or procedures established by companies, however, are not the most crucial aspects of Stakeholder engagement; rather, genuine stakeholder participation would encourage them to engage in an interactive mode that would allow information to flow both ways, from the organisation to the stakeholder and from the stakeholder to the organisation (Voinov & Bousquet, 2010). Mwangi (2019) evaluated the impact of stakeholders' engagement and analysis on the effectiveness of projects funded by constituency development. The study's findings showed that the level of project completion and project performance were positively and significantly influenced by stakeholders' analysis and involvement. The effect of stakeholder participation on the execution of construction projects in the Lusaka District was examined by Mambwe, Mwanaumo, Nsefu, and Sakala (2020). Results showed that stakeholder engagement and the project timeline and specifications had a strong and favorable association. The engagement of stakeholders with the project was also found to be highly but adversely connected with project cost.

Due to the necessity of early stakeholder engagement in project contexts, Stakeholder engagement is also crucial. Analysis and decision-making by stakeholders depend on this participation (Missonier & Loufrani-Fedida, 2014). The managers must promote stakeholder participation to learn about their needs, wants, and concerns (Eskerod & Vaagaasar, 2014). Early Stakeholder engagement transforms external stakeholders' opposition into a neutral one and gives the means to increase supportive stakeholders' participation; Stakeholder engagement is a proactive method used to foster active dialogue (Aaltonen et al., 2015). This study result agreed with that of Von Schomberg (2013) in Blok et al. (2015), who found that co-responsibility among stakeholders results from mutual response to stakeholders. According to this viewpoint, co-responsibility entails actors becoming mutually responsive in order for an organisation to adopt a vision that goes beyond short-term goals.

Stakeholder engagement is viewed as a process through which an organisation enlists pertinent stakeholders who can be impacted by the decisions it makes or who can influence how those decisions are implemented in order to achieve desired outcomes. Stakeholder engagement implies a readiness to talk about issues that are important to the organisation's stakeholders, listen, and, most importantly, prepare to change how the organisation functions and what it intends to accomplish (Murphy et al., 2021). In fact, stakeholder relations are a key component of engagement, along with a variety of other potential interactions, such as media outreach, message delivery, lobbying, deal-making, advocacy, coalition building, damage control, focus groups, issue management, research surveys, and benchmarking (Pyrialakou, Gkritza & Liu, 2019).

This study findings agree with that by Gachengechi and Yusuf (2022) who found that that stakeholder engagement influences the implementation of universal healthcare projects. Businesses have conversations with their stakeholders to learn what social and environmental issues are most important to them and include stakeholders in the decision-making process (Mambweet al. 2020). Maturity organisations in both the public and commercial sectors employ stakeholder engagement, particularly when they wish to foster understanding and consensus over solutions to challenging problems and significant projects. Engaging stakeholders offers chances to better match corporate procedures or knowledge creation with community demands and expectations, promoting long-term sustainability and shareholder profit. Stakeholder engagement seeks to facilitate systemic change toward sustainable development while assisting practitioners and their organisations in competing in a complex and dynamic commercial environment (Magassouba, 2019).

Stakeholder engagement enables businesses to proactively take into account the requirements and preferences of all parties with an interest in them. This helps build relationships, confidence, and buy-in for your business's most important activities. Stakeholder involvement, when done properly, can reduce possible risks and conflicts with stakeholder groups, including as ambiguity, dissatisfaction, misalignment, disengagement, and resistance to change. Stakeholder involvement in strategic planning is essential. The stakeholders must comprehend the organisation's goals, objectives, and strategy in order for them to support it (Eshiwani, 2015). The study findings further reveal that stakeholder engagement influences the implementation of

universal healthcare projects and that the engagement capacity, engagement plan and engagement level influence the implementation of universal healthcare projects.

Masefield, Msosa, Chinguwo, and Grugel's (2021) study on stakeholder engagement in the health policy process in a low-income country revealed high levels of local level stakeholders' dissatisfaction with issues of meaningful and unfair engagement of multiple stakeholder groups throughout the health policy process. Tokenistic participation, stakeholder hierarchy, mutual mistrust, favourite stakeholders, and a lack of an engagement culture are all important barriers to effective stakeholder engagement. Because there was no top-down and bottom-up demand for more broad stakeholder participation, the stakeholders concluded that there was tokenistic dialogue with local level stakeholders. They lacked the authority to alter health policy in ways that would benefit the populations they represented. Greater top-down efforts to engage stakeholders through a range of inclusive tactics are required, but local level stakeholders can be empowered to advocate for and participate in both invited and open MoH stakeholder engagement exercises.

Engaging with stakeholders actively, listening to them, developing relationships with them, and then responding to their concerns in a way that benefits both parties is necessary for stakeholder engagement (De Brucker, Macharis & Verbeke, 2013). Engaging with stakeholders actively, listening to them, developing relationships with them, and then responding to their concerns in a way that benefits both parties is necessary for stakeholder engagement (De Brucker et al., 2013). According to Zehir, Nar, and Engül's (2016) study, stakeholder involvement has a mediating effect on the relationship between the transparency principle and qualitative and quantitative performance. Transparency and stakeholder involvement are seen to have a beneficial association as a good governance component in the qualitative and quantitative Performance of organisation performance. Wakefield (2017) argues that stakeholder alignment deepens engagement by increasing the longevity of partnership and maximizing the reach of impact and that the effectiveness of partnership is enhanced when resources are shared within the university and across the non-profit organisation. According to Aduda, Odhiambo, and Amollo (2020), stakeholder participatory method has a positive but limited impact on the procurement efficacy. In contrast, stakeholder collaborative approach has a favorable but significant impact. The

impact of the stakeholder empowering strategy had a large positive impact on the procurement effectiveness.

6.2.4 Mediation – Moderator Effect on the Relationship Between Employee Motivation and Organisational Performance

The fourth objective of the study was to assess the mediation - moderator effect on the link between employee motivation and performance in Kenyan government hospitals at the Level Four level. The fourth hypothesis was expressed in the negative form: H04: There is no substantial mediation moderator effect on the connection between staff motivation and Performance of Level Four government hospitals in Kenya.

The Hayes and Rockwood (2020) mediation - moderator model was used. The results showed that the regression model of employee motivation on strategy implementation was significant in step one. The results of step two demonstrate that the regression model of employee motivation, stakeholder engagement, strategy implementation, and the interaction term Strategy Implementation * Stakeholder Engagement on Performance of Level Four Government Hospitals in Kenya was significant. Because the p value for the mediation - moderator term ($SE*SI$) $0.000 < 0.05$ was less than the critical value 0.05, the study rejected the null hypotheses that There is no significant mediation - moderator effect on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

The study tested the alternative hypothesis that there is a significant mediation - moderator effect on the link between employee motivation and Performance of Level Four government hospitals in Kenya. The findings of the study are consistent with those of Nyaboga, Amuhaya, and Wanjala (2020), who investigated the moderating influence of stakeholder qualities on project management and implementation of rural electrification projects in Kenya. Stakeholder characteristics were discovered to have a moderating effect on the link between project management and project implementation. This study supports the findings of Dal Maso, Mazzi, Soccia, and Terzani (2018), who investigated the influence of stakeholder management and societal features in the relationship between corporate environmental performance (CEP) and corporate financial performance (CFP). The findings revealed that stakeholder prioritisation and engagement are critical methods for favourably moderating the link between CEP and CFP.

The findings are supported by Namada's (2020) evaluation of the function of strategy implementation in the relationship between strategic planning systems and performance. According to the findings, strategy implementation modifies, but does not impact, the relationship between market performance, internal business process performance, and strategic planning systems. One of the three main phases of strategic management's implementation of the strategy is one of the most difficult components. However, it remains a very crucial stage and presents strategic managers with perplexing problems (Pscheidt-Gieseler, Didonet, Toaldo, & Martins, 2018). It is the procedure used to turn developed strategy and plans into action (Obeidat, Al-Hadidi & Tarhini, 2017). Effective strategy implementation, according to some studies, hinges on crucial techniques or practices management. For instance, Ileri and Deya's study from 2019 found that resource allocation, organisational structure, human resource management, and communication are important factors in the implementation of strategic plans. According to the current study, it is the combination of all of these forces at work that allows for the implementation process to take place.

Evidence from empirical studies shows that companies who implement strategies experience increased market value and overall business sustainability (Agwu, 2018; Ileri & Deya, 2019; Orugun, Nafiu & Aduku, 2017; Shaarani, 2018). Therefore, adding value is the main goal of strategy implementation techniques. Agwu (2018) claimed that all businesses exposed to techniques for implementing strategies must continually assess how they would affect performance. Kenyuru (2015) investigated the link between stakeholder engagement and organisational effectiveness. The study attributed organisational performance to stakeholder involvement in decision making process. According to Ndonge, Mulwa, and Kyalo (2021), there is a connection between performance and stakeholder engagement. According to the study's findings, stakeholder participation had a favorable and significant impact on performance. The study was aware of the importance of key stakeholder sentiments and insights, particularly in the initial phases of project design and planning.

Ngigi and Odiyo (2017) examined the influence of strategy implementation on the performance and revealed strategy implementation significantly influences the performance. Obeidat, Hadidi, and Tarhini (2017) identified four operational process factors that have a significant impact on the success of strategy implementation in their study on the factors influencing strategy

implementation: resource availability, communication, operational planning, control, and feedback. The most important component was determined to be the availability of resources, followed by control, feedback, and communication, whereas the people aspect had no bearing on the implementation process.

Jain, Gupta and Bindal (2019) studied the role of employee motivation in organisation and established that if great profitability in the association is the standard, motivation must be managed effectively because it is a crucial component of any business. In this way, authoritative administrators should work to influence positive representative leaders by encouraging them to focus their efforts on achieving hierarchical success. In any event, if such a duty is standard, directors should start by balancing representative requirements with authoritative aims. Some inspiring theories may play a key role in guiding powerful administrators through the process of representative inspiration. This would ensure that they obtain effective persuasion techniques that can withstand favorable results.

The process of implementing a strategy continues to be a necessary step in the strategic management process. Strategy implementation needs to be given enough attention because business competition affects all participants, regardless of their capacities or sizes. This is so because strategy only becomes what it is when it is put into action. Thus, business owners must take into account these variables because they are essential to the implementation of organisational strategy. These factors include leadership, information, organisational structure, organisational culture, and the human factor. Both large and small organisation enterprises' implementation processes are impacted by these particular circumstances. However, it is determined that there is a favorable association between corporate structure and the process of implementing a strategy. Organisational structure has an impact on how strategies are implemented and formalizes and structures this process. Similar to this, communication is crucial for including staff in the process of strategy implementation. When used properly, communication can be instructive or enlightening. Initiatives are rarely taken when staff are just expected to follow instructions because doing so could lead to the strategy's implementation failing.

This study findings is supported and strengthened by that of Ogachi and Kariuki (2020) which revealed that the stakeholders' engagement influences the operations and functioning of

commercial banks in Kenya. Kibwana (2015) argues that stakeholders can be engaged by organisations in different capacities to drive change in the organisation and this depends on their influence on the required change. Bourne (2016) describes a stakeholder as any individual, group or society that can affect the actions of a firm or can be influenced by the procedures of an organisation both positively and negatively.

Stakeholder engagement is a practice steered by fundamental values that guarantees a business to achieve its vision and mission by understanding, inducing the external and internal surroundings and by crafting constructive interactions with stakeholders through proper management of their prospects. Alwan and Al-Zubi (2016) suggest that the steps of identification, inquiry, stakeholder matrix (choosing who to engage), stakeholder engagement, and lastly presenting the engagement's results can be used to effectively manage stakeholders. The concept of stakeholder engagement necessitates that management devise and implement policies that satisfy the partners with advantages within the organisation. To ensure the organisation's continued operation and a long-lasting working relationship, management should strike a balance between the needs of the business and those of stakeholders.

According to Kane, Phillips, Kiron and Buckley (2015), it is crucial to comprehend the perspectives of numerous stakeholders and to determine the extent to which they could and may have an impact on the organisation when it comes to key commercial resolutions. It is noted how this effect has affected the organisation's general functioning. The study findings reveal that boosting stakeholder participation was essential to raising the performance standards of the Level 4 Hospitals in Kenya. Most respondents concurred that the majority of stakeholder engagement's components were crucial. The findings also demonstrated that ensuring proper strategy implementation required the participation of all stakeholders, consideration of all levels of management, recognition of all parties' inputs and consultations in change planning and execution. Additionally, the findings demonstrated that Level 4 Hospitals operations in strategy implementation had improved, which in turn improved the overall performance. The study findings are further supported by Omondi and Kinoti (2020) which argues that stakeholder engagement enhances efficiency, cooperation and effectiveness in project implementation and performance.

The Forson, Ofosu-Dwamena, Opoku, and Adjavon (2021) study, which examined the relationship between employee motivation and job performance, provides additional support for the study's findings. This study found that compensation package, job design and environment, and performance management system are important factors in determining staff motivation. The findings showed that when motivation components were regressed at deconstructed and aggregate levels, they were strong predictors of performance. These findings back up the self-determination theory, particularly the justifications put forth for the aspects of regulated and autonomous motivation. Noor, Nayaz, Solanki, Manoj, and Sharma (2020), who investigated the effect of reward systems on employee motivation, reaffirm the findings of this study. According to the study's findings, the majority of employees believe that weak reward structures are to blame for low motivation at work. Low workplace motivation causes a variety of issues, including high absenteeism, a drop in production, decreased profit margins, and many more. Employees feel that motivation can be increased by recognition in work, bonus, and promotion. Additionally, the research revealed that employees needed more than just better compensation systems - they also needed to be recognised for the job they contributed, which the organisation did not value highly enough. Basic incentives like employee of the month, employee of the week, or employee of the year can be used to show appreciation.

These findings are further reinforced by Gkorezis and Kastritsi (2017), who noted that maintaining employee motivation has several advantages and is therefore crucial to the efficient operation of the organisation and ensuring organisational success. It is well accepted that employee productivity and motivation are closely related (Korlén, Essén, Lindgren, Amer-Wahlin & von Thiele Schwarz, 2017). Motivated workers are more likely to put in extra effort and complete all of their duties. Employee motivation has an impact on organisational performance because motivated employees work hard to ensure that their organisations' goals are met, whereas unmotivated employees perform poorly, which lowers productivity and revenues (Gkorezis & Kastritsi, 2017). Because they have the strength of highly motivated people who will work tirelessly to achieve their organisation's goals, businesses that care for their employees' motivation are likely to be more successful and flourish. Additionally, encouraging employee creativity and innovation results in great ideas for the business (Gkorezis & Kastritsi, 2017).

Employees are an organisation's most valuable asset, thus it's critical to meet their requirements in order to maintain and care for this asset. Employee motivation also has a big impact on employee retention because it gives workers a reason to stay with a business for the long term when they see how hard management is working to keep them motivated (Korlen et al., 2017). The incentives program is a strategy used to improve employee performance. An increase in earnings and wages, which is a financial part of incentive, is the primary reward method used (Pinto & dos Santos, 2018). Every employee needs a competitive wage package in addition to other perks like bonuses, allowances, and health insurance. To maintain a steady flow of employment, employees are credited with their agreed-upon compensation to their bank accounts. When it comes to non-financial rewards, the first thing that is done is that employees who don't know a lot about their field of expertise are given learning and training opportunities, as this is the best time to improve and motivate employees while they're at home, which is quite difficult during the regular busy working hours. The second is that workers receive praise for attending meetings and putting up their best efforts to complete the work even under difficult circumstances (Pinto & dos Santos, 2018).

According to the instrumental approach of stakeholder management, keeping good relations between stakeholders and an organisation will boost the firm's value, which will improve the Performance of the firm (Bonnafous-Boucher & Rendtorff, 2016). Effective performance management increases stakeholders' favorable interest in the organisation. Notably, stakeholders have expectations and a perceived stake in a project or organisation, and this perception frequently affects actions that might be harmful or beneficial to the business. In essence, keeping lines of communication open and effective with stakeholders direct or indirect influences their impressions of the organisation, which in turn affects their response and behaviour. This study supports stakeholder involvement because it establishes the groundwork for managing stakeholder human resources and communications. In essence, meeting an organisation's stakeholder's human resource and communication management needs, immediately satisfies the principle of meeting their wants. Furthermore, effective internal stakeholder interaction informs the goal of stakeholder capacity building, particularly when it comes to internal stakeholder empowerment. In turn, the impact of the study objective and stakeholder engagement on project performance can then be examined.

Numerous businesses prosper as a result of developing numerous techniques and strategies to increase employee motivation. Frequently, these administrative strategies designed to increase employee motivation result in a notable improvement for the association (Korlen et al., 2017). Senior management personnel, including the Chief Executive Officers, often analyse the efficacy of new tactics by observing employee behavior and performance.

Numerous studies on employee motivation have shown that motivation may be influenced by financial incentives, tactics like employee engagement, and more. However, the organisation faces a difficult and challenging challenge in properly and decently putting these rewards and approaches into practice (Korlen et al., 2017). It is impossible to overstate the role that rewards play in how well employees carry out their daily tasks, particularly when it comes to getting paid for a job well done. It is common knowledge that higher levels of motivation lead to better human performance in all areas. Based on the study's findings, it is clear that the compensation package for employees matters a great deal and should be of interest to both the employer and the employee.

The findings supporting the hypothesis demonstrated that employees highly value the various benefits provided by their employer. Because of this, when these benefits are not offered, employees often show their unhappiness by underperforming and showing a lack of devotion to their task. Therefore, in order to maintain workplace harmony, it is crucial for the organisation to take into account and not just ignore the wants and sentiments of its workforce because 'a happy worker is a productive worker,' as the saying goes. This study can be seen as a call for employers to feel committed to putting in place appropriate incentive plans that will encourage workers to be more purposeful and improve their performance. The importance of a good remuneration policy on the Performance of workers can never be stressed enough and the different kinds of rewards that can influence workers to perform better on a job. According to Gunawan, Hariyati, and Gayatri (2019), hospital management must increase the motivation of nurses by holding regular meetings to foster better interpersonal relations and providing encouragement for nurses' career programs. This will encourage nurses to increase their competence, which will have an impact on their performance.

The summary of the key findings is presented in Table 41.

Table 41: Summary of Key Findings

Objectives	Hypotheses	Findings	Conclusion
<p>Objective 1 To establish the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.</p>	<p>H₀₁: There is no significant relationship between employee motivation and Performance of Level Four government hospitals in Kenya.</p>	<p>R Square = 0.727 F statistic= 705.356 t-value = 26.559 $\beta = 0.804$, P-value = 0.000<0.05</p>	<p>There is a positive and significant effect of employee motivation on Performance of Level Four government hospitals in Kenya.</p>
<p>Objective 2 To examine the mediating effect of strategy implementation on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.</p>	<p>H₀₂: There is no significant mediating effect of strategy implementation on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.</p>	<p>R Square Step 1= 0.727 Step 2= 0.572 Step 3= 0.679 Step 4= 0.802 Step 1, 2, 3 and 4 were met as the P-value were below 0.05.</p>	<p>There is significant mediating effect of strategy implementation on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.</p>
<p>Objective 3 To determine the moderating effect of stakeholder engagement on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.</p>	<p>H₀₃: There is no significant moderating effect of stakeholder engagement on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.</p>	<p>R Square Step 1=0.727 Step 2=0.802 Step 3=0.841 P value of the interaction term (EM*SE) is 0.000< 0.05 and the R2 increased from 72.7%, to 80.2% and 84.1% after the interaction</p>	<p>There is a significant moderating effect of stakeholder engagement on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.</p>
<p>Objective 4 To determine mediation – moderator effect on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.</p>	<p>H₀₄: There is no significant mediation – moderator effect on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.</p>	<p>R Square Step 1=0.727 Step 2= 0.861 The p value for the mediation – moderator (SE*SI) was significant 0.000<0.05 was less than the critical value 0.05</p>	<p>There is a significant mediation – moderator effect on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.</p>

6.3 Conclusion

The first objective was to establish the 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. The objective was achieved.

The second objective 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 study finding indicated a partial mediation effect on the mediating role of strategy implementation on the relationship between employee motivation and organisational performance. The objective was achieved.

The third objective was to determine the moderating effect of stakeholder engagement on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya. The study thus rejected the null hypothesis and adopted the alternative hypothesis that there is a significant moderating effect of stakeholder engagement in the relationship between employee motivation and Performance of Level Four government hospitals in Kenya. The objective was achieved.

The fourth objective was to determine the mediation – moderator effect on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya. The study rejected the null hypotheses that there is no significant mediation – moderator effect on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya. The objective was achieved.

6.4 Chapter Summary

This chapter contains the study's summary and conclusion. All of the study's research objectives were met because all null hypotheses were rejected and all alternative hypotheses were accepted. The study concluded that employee motivation has a significant relationship with organisational performance, that there is a partial mediation effect on the mediating role of strategy implementation in the relationship between employee motivation and organisational

performance, that there is a significant moderating effect of stakeholder engagement in the relationship between employee motivation and organisational performance, and that there is a significant mediation – moderator effect on the relationship between employee motivation and organisational performance.

CHAPTER SEVEN

RECOMMENDATIONS

7.1 Introduction

The study examined the interactions between employee motivation, strategy implementation, stakeholder engagement and Performance of Level Four government hospitals in Kenya. The recommendations described in this chapter are derived from the interpretation of findings and conclusions of the study. The adoption and implementation of the recommendations which also includes areas requiring further research will contribute towards the growth and development of theory, policy and practice.

7.2 Recommendations on Policy, Practice and Theory

Based on research findings and conclusions of this study, the key recommendations are described in these sub-sections.

7.2.1 Recommendations on Policy

The study looked at how employee motivation influences the Performance of Level Four government hospitals in Kenya. In addition, the study looked at the mediating influence of strategy implementation as well as the moderating effect of stakeholder engagement on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

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. The study discovered that organisations do not take into account the involvement of stakeholders, alter their perceptions of stakeholders, adopt their perception, and link programs to the preferences of stakeholders. In Kenya's Level Four government hospitals, organisational performance is significantly impacted by the lack of stakeholder involvement. As a consequence of this research, it is suggested that new regulations be developed to ensure that stakeholders are involved in decision-making and that programmes are linked to stakeholders in order to improve the Performance of Level Four government hospitals.

According to the poll, firms do not keep their stakeholders informed. Maintaining the current status and continuing with the current programmes will not result in significant cost savings, increased market share, or improved quality. To improve performance, the report recommends that the government enact a policy requiring organisations to employ situation monitoring tools and desist from maintaining the status quo.

7.2.2 Recommendations on Practice

The study found that each of the characteristics evaluated had an impact on the performance of Level Four government hospitals, either individually or collectively. According to the data, staff motivation in Level Four government hospitals boosts productivity, hence improving 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. The report recommends that the business establish a strategic management operation office to oversee all activities. It also promotes increasing public knowledge of the organization's mission and vision statements. It is also recommended that the organisation support participatory fast appraisal, planning, and implementation of initiatives inside the organisation in order to increase performance. The researcher also recommends increased participation of internal and external stakeholders in the strategic planning process in order to identify gaps in the strategy implementation process, develop mechanisms for bridging such gaps, and create employee ownership of the strategic plan. In conclusion, a variety of things might have an impact on an employee's motivation. However, the most effective technique to boost motivation is to use a mix of physical reward and spiritual stimulation.

According to the study, consistent communication is necessary to make sure that both internal and external stakeholders are aware of the organisation's goals and their particular roles in accomplishing them. To get participants involved in discussions and conversations, plan a number of discussions where there is active participation. The process that will be outlined, along with the critical phases where stakeholder interaction is necessary and why it is crucial. All necessary parties should have ample time and planning to participate, assimilate, comprehend, and discuss each process step or project milestone.

The study suggests that Level Four government hospitals' top management create policies that forbid friendships, conversations, employee interactions, and the exchanging of ideas. The workplace should be enjoyable and provide possibilities for open communication, brainstorming, and discussion.

7.2.3 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.

Employee motivation was found to have a beneficial effect on the performance of Kenya's Level Four government hospitals in the study. The study's findings support goal setting theory, which states that employees should be rewarded if their objectives are met. 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.

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 model enables the management team to access a more effectively and efficiently working tool to use for strategy implementation in their organisations

for better performance. The stakeholder theory highlights policies and programs that are both internal and external.

The theory gives the highest priority to the role of stakeholders in the management framework. Stakeholder theory gives a focus of analysis on the strategic thinking and positions of the stakeholders. Stakeholder theory has introduced business ideas into the organisation through stakeholder engagement. According to the stakeholder theory, organisational management should identify individuals or groups with an interest in or who are impacted by an organisation or project, understand their needs, and specify the steps required to address those needs (Bonnafous-Boucher & Rendtorff, 2016). The successful management of the organisation's operations, the timely delivery of correct information, and the efficient use of capital are highlighted obligations to stakeholders. Using Freeman's definition of a stakeholder, internal and external stakeholders can independently decide an organisation's strategy based on their amount of influence and interest. Notably, stakeholders are essential to strategy implementation and have an impact on an organisation's success.

Effective stakeholder management necessitates proper management of the connection between an organisation and its stakeholders, according to Freeman, Harrison, and Zyglidopoulos (2018). An organisation must pay close attention to proper contracts, communication, motivation, and partnership management in particular. Organisations that serve the demands and interests of stakeholders perform better than organisations that do not, according to (Mohammed & Muhammed, 2017). Stakeholder engagement focused on firming the bondage between organisations and their stakeholders. This theory explains the relationship between stakeholder engagement and the Performance of Level Four hospitals.

According to the proponents of Resource Based View theory (RBV), the firm's distinctive resources are used to ensure superior performance. RBV 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. 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. This theory has been utilised to analyse the impact of the often-complex quality improvement efforts in healthcare organisations. Kull, Mena, and Korschun (2016) assert that

ownership of unique capacities and inputs has an impact on how well one firm performs in comparison to another. For instance, funds with a longer learning curve or cycle that are difficult to transfer give a business significant market advantage. RBV theory essentially provides an efficiency-based explanation for performance variations (Hoskisson, Gambeta, Green & Li, 2018). The performance variations are thought to result from resources with essentially different degrees of efficacy, allowing a business to provide clients with greater benefits for the same or less profit.

Because it encourages the examination of the study's objectives, the RBV theory is pertinent to this investigation. A project's monitoring and assessment capabilities, in particular, give an organisation a platform to examine the efficacy, efficiency, and impact of its operations. Efficiency is also impacted by collecting and providing the appropriate resources to enable stakeholder capacity growth. The part that stakeholders play in managing human resources as a crucial resource or asset for an organisation or project is also important. 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. 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 will 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.

7.3 Suggestions for Future Research

This study has examined the interactions between employee motivation, strategy implementation, stakeholder engagement and Performance of Level Four government hospitals in Kenya. This study has shown that Level Four government hospitals perform better when their employees are motivated. Future studies should examine how employee motivation affects organisational effectiveness; how incentive and recognition systems affect employee motivation and satisfaction; and how remuneration affects employee motivation. Future studies may also focus on creating an objective approach to evaluating employee performance, as this may be very beneficial for organisations. To investigate how other government health facilities,

implement their strategies, more investigation can be done. Benchmarking can be done by conducting research on how other government hospitals and also private hospitals implement their strategies.

The study concentrated on strategy implementation and how it affected the Performance of Kenya's level 4 government hospitals. First, study on the elements that influence the creation of a strategy in a related setting is required. Second, additional research might be done on Kenya's level 5 and 6 hospitals. Additional research may consist of qualitative analysis that is more in-depth as well as international perspectives. In a summary, the study showed that staff members participate heavily in the process of implementing strategies at health facilities, especially before new ones are introduced. The amount of commitment of the personnel has an impact on their comprehension, efficiency, and effectiveness in putting the strategy into practice. It was discovered that effective communication is essential for a strategy's successful execution. It also demonstrated the necessity of including all stakeholders in the process of strategic management.

Similar studies should be conducted to assess how strategy implementation affects Level Four government hospital performance. The study suggests comparing the level four hospitals to others in other nations as well. This will make it easier to comprehend why some healthcare systems do better than Kenya's. Other industries can use this study as well. Budget restrictions prevented the study from examining the relationship between organisational performance and other variables of strategy implementation, such as productivity of human resources. The study suggests more research be done to determine how productivity of human resources affects organisational effectiveness. Further study is needed before implementing measures that will improve strategy implementation, such as ongoing management feedback during strategy monitoring and control.

7.4 Chapter Summary

This study has examined the interactions between employee motivation, strategy implementation, stakeholder engagement and Performance of Level Four government hospitals in Kenya. This chapter provided a study summary, conclusion, and suggestions. The chapter presented the study's findings, which revealed that all hypotheses were statistically significant. The study's conclusion was discussed. The chapter explored the study's numerous implications

for theory, management practise, policy, and methodology. This study's recommendations and future study proposals were considered. The chapter closed by examining the study's shortcomings, keeping in mind that the respondents were stiff, unwilling to make time to complete out the questionnaire or to be interviewed, and uninterested in participating in the study. It is therefore recommended that other studies be undertaken to examine how employee motivation affects organisational effectiveness; how incentive and recognition systems affect employee motivation and satisfaction; and how remuneration affects employee motivation.

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APPENDICES

Appendix I: Letter of Introduction

Dear Sir/Madam,

I am a postgraduate student at Management University of Africa pursuing a Doctor of Philosophy in Management and Leadership. I am conducting a research on “**Employee Motivation, Strategy Implementation, Stakeholder Engagement and The Performance of Level Four Government Hospitals in Kenya.**”

In view of the above, I am requesting you to answer the questions, which are provided in the questionnaires attached here-with. I also request you to provide me with the necessary documentation and information regarding employee motivation and Performance of Level Four government hospitals in Kenya. This will help me collect the necessary data which will help me to achieve the objectives of the study.

The information so collected through this questionnaire will be treated with utmost confidentiality and will be used exclusively for this research purpose only. Your response and cooperation in this matter will be highly appreciated. Thanking you in advance.

Yours Faithfully,



NYAMAI EVERLYN

DML/16/00133/2/20

Appendix II: Research Questionnaire

This research questionnaire has been drafted for the purpose of helping the researcher to study the interactions between employee motivation, strategy implementation, stakeholder engagement and the Performance of Level Four government hospitals in Kenya. The information sought for herein will be used to enrich on the existing knowledge on the Performance of Level Four government hospitals in Kenya.

Instructions

- **DO NOT** write your names on any page of this questionnaire.
- Fill only one set of the questionnaire

SECTION A: DEMOGRAPHIC INFORMATION

Tick (√) on appropriate option where choices are provided

1. What is your gender?
Male Female
2. Type of institution
County referral Hospital
Sub – county Hospital
3. Kindly indicate your age bracket by ticking appropriate option
30 years and below
Between 31 to 54 years
55 years and above
4. What is your highest education level? (Please tick the appropriate option)
Diploma
Bachelor’s Degree
Master’s Degree
Doctorate or PhD
Others.....
5. How many years have you worked for this facility?.....
Less than 1 year
Between 2 and 5 years
6 to 10 years
11 and above years

SECTION B: EMPLOYEE MOTIVATION

6. Please indicate the extent to which you agree with the following statements by using a scale of 1 to 5 where; (1=Strongly Disagree, 2= Disagree, 3=Neutral, 4 =Agree, 5=Strongly Agree). Please tick (√) which best describes your opinion of the statement.

No	Statement	1	2	3	4	5
1	The best performing workers in the department get the highest pay raises					
2	I work hard for the amount of compensation that I expect to get.					
3	My job provides good fringe benefits for exceptional performance					
4	My supervisor stimulates enthusiasm by rewarding extra efforts for good performance.					
5	My workplace is well equipped to enhance my performance					
6	I have convenient working hours to enhance my performance.					
7	The opportunity to be involved in organisational decision making inspires me to give my best					
8	My hard work is recognised by my organisation.					
9	My job provides an opportunity for advancement					
10	My organisation helps me demonstrate my competence and ability					
11	My organisation runs team building programs which enhances my work relation with others					
12	Training helps me perform my duties efficiently					
13	My organisation provides me with adequate leave and holiday period					
14	My organisation does a lot as regards the health and safety of its employees					
15	My organisation does a lot to improve the relationship amongst all staff					
16	My organisation organises social functions and get together parties for all staff					
17	I receive credit or praise from my supervisor when I meet or exceed expectations					
18	My supervisor involves me in decision making processes					
19	I enjoy a certain level of autonomy in discharging my duties					
20	My organisation organises routine safety environmental program					
21	I receive allowances for special duties on the job					
22	My organisation has a training and development policy applicable to all employees					
23	My organisation sponsors skill acquisition programs					
24	My organisation links training with its performance strategy					
25	Employees who use their skills are given preference for new assignments					
26	Welfare programs are provided to employees					
27	Wellness programs are provided to employees					
28	I am happy with the job benefits provided					
29	Employees are recognised for better performance					
30	The organisation has training policies for the workers					
31	The hospital workforce is trained regularly to enhance employee performance					
32	Promotions increments are based on performance appraisal					
33	The process of rewarding performance in our hospital is objective					

SECTION C: STRATEGY IMPLEMENTATION

7. Using a scale of 1 to 5 tick the appropriate answer from the alternatives provided for each of the questions. Where; (1=Strongly Disagree, 2= Disagree, 3=Neutral, 4 =Agree, 5=Strongly Agree)

No	Questions	1	2	3	4	5
1.	My leader ensures that employees have adequate knowledge to perform their work					
2.	The vision of our leaders is aligned to our strategy					
3.	My organisation gives adequate information, encourages employee feedback and participation before a new strategy is implemented					
4.	Employees have annual performance targets linked to our strategic goals					
5.	Adequate resources are allocated to support delivery of strategic goals					
6.	My leader ensures that employees are rewarded equitably based on their work performance and achievement of set objectives.					
7.	The leadership in my facility demonstrates commitment to strategy implementation in order to achieve the set strategic objectives					
8.	My organisation structure supports our strategy					
9.	My organisation is governed by a clear system of policies, rules, regulations, and procedures which guide implementation of strategy.					
10.	My organisation's structure allows quick timely decisions during implementation of strategy to ensure we achieve our goals					
11.	The top management is responsible for the decision making					
12.	The management encourage employees to conduct continuous research to improve products and services.					
13.	All employees in our facility including those at the lower level are held accountable for achievement of the goals of the facility					
14.	The senior managers are outperformed by the middle managers in strategy implementation.					
15.	The management encourages employees to be creative and try new methods					
16.	My organisation is like a family where everyone is focused on smooth implementation of strategies in order to achieve set goals					
17.	My organisation has standard operating procedures for implementing strategic objectives					
18.	My organisation regularly reviews and measures progress against set targets as teams when implementing strategies					
19.	My organisation encourages teamwork among employees					
20.	In my organisation problems affecting strategy implementation are addressed openly and resolved					

SECTION D: STAKEHOLDER ENGAGEMENT

8. To what extent do you agree with the various components of Stakeholder Engagement and how it affects Performance of Level Four government hospitals in your facility. Please indicate the level of agreement using a scale of 1-5 where; **1=Strongly Disagree, disagree=2, Neutral=3, Agree=4, Strongly Agree=5**

No	Aspects of Stakeholder Engagement	1	2	3	4	5
	My facility;					
1	Has a culture of shared responsibility among stakeholders to improve productivity					
2	Gets mutual support from the stakeholders to improve service delivery					
3	Provides full and accurate reporting on the financial planning to the stakeholders					
4	Has policy on the representation of internal stakeholders					
5	Has strong working relationships between the various stakeholders.					
6	Carries out stakeholder analysis to identify extent of decision making					
7	Provides all stakeholders with opportunities to actively participate in developing goals that improve service delivery					
8	Gives the stakeholders responsibility in in achieving firms' goals					
9	Gets frequent visits from the stakeholders to ensure quality performance is achieved.					
10	Stakeholders participate in a joint process of decision making on resource allocation and mobilisation					
11	Stakeholders use the accounted and audited reports to track resource allocations and implementation					
12	Stakeholders jointly implements the monitoring of the budget process					
13	The stakeholders use performance reports to inform decision-making on the intervention					
14	Involving external stakeholders ensures the quality service delivery					
15	Stakeholders of the organisation participate in budgetary process					
16	Stakeholders and the public are involved in policy formulation					
17	Stakeholders always participate in operationalisation of cost effectiveness strategies					
18	Stakeholders jointly develop policy and procedures for the facility					
19	Considers the needs of the stakeholders while making decisions					

SECTION E: ORGANISATIONAL PERFORMANCE

9. Please indicate the extent to which you agree with each of the following statements using a scale of **1- Strongly Disagree, 2- Disagree, 3- Uncertain, 4- Agree, 5- Strongly Agree**, in relation to your facility.

No	Statement	1	2	3	4	5
1	The reward structure at my organisation has enhanced performance					
2	Strategic alignment with organisation goals and objectives have enhanced performance					
3	Performance appraisal is conducted to check on the performance					
4	My organisation has enough skilled and experienced employees to achieve high performance					
5	My organisation has digitalised its service offering for better client-service delivery					
6	There is increased utilisation of clinical technologies in receiving patient care at the hospital					
7	The hospital has adequate medical equipment to serve customers without delays					
8	Customers are served timely upon arrive at the facility					
9	The organisation regularly eliminates barriers to performance					
10	Customer feedback is used in improving service quality					
12	Customers' needs and expectations are communicated in the facility					
13	The health providers at the facility are highly motivated in-service delivery					
14	The services offered in my facility are adequate, comprehensive and well-coordinated to maintain high quality					
15	There is an annual independent audit for the health facility					
16	Budget and expenditures are based on Health facility plans and priorities					
17	My health facility prepares budgets that guide spending					
18	Improvement plans are integrated during the feedback					
19	The performance feedback data is used to set priorities in the next working phase					
20	Clear and realistic targets and goals are set as a team					
21	Performance reviews are scheduled at the beginning of the financial year					
22	High employee professionalism increases Performance of the hospital					
23	Increased customer confidence increases hospital growth rates					
24	Employee's trust increases customer retention hence high returns					

10. Please rank the following statements about the Performance Contract in your Health facility on a Likert Scale ranging from Poor to Excellent: Where; 1=Poor; 2=Fair; 3=Average; 4=Good and 5=Excellent

No	Statement	1	2	3	4	5
1.	Appropriations -in- Aid					
2	Settling Pending bills					
3	Absorption of Allocated Funds					
4	Implementation of Citizens' Service Delivery Charter					
5	Application of Service Delivery Innovations					
6	Resolution of Public Complaints					
7	Business Process Re-engineering					
8	Reviewing of Strategic Plan					
9	Release of Budgetary Allocation					
10	Project Completion Rate					
11	Ease of doing Business					
12	Asset Management					
13	Competence Development					
14	Revenue Collection					
15	Development Index					
16	Youth Internships /Industrial Attachments/ Apprenticeships					
17	Disability Mainstreaming					
18	Prevention of HIV Infections and Non- Communicable Diseases					
19	Safety and Security Measures					
20	National Cohesion and Values					
21	Corruption Prevention					
22	Access to Government Procurement Opportunities					
23	Promotion of Local Content in Procurement					
24	Gender Mainstreaming					
25	Environmental Sustainability					
26	Road Safety Mainstreaming					
27	Externally mobilized resources					
28	Development of County Planning framework					

KEY:

Poor: 0-20%

Fair: 21-40%

Average: 41-60%

Good: 61-80%

Excellent: 81-100%

Thank You for Your Time

Appendix III: Interview Guide for County Executive Committee Member (CECM)

1. Employee Motivation

a. How does work in this Health Department motivate you and why? Give example of personal experiences

Probe: In terms of (i) Recognition (ii) Responsibility (iii) Salary and compensation (iv) Delegation of duties (v) Relationship with staff (vii) Work environment (viii) Incentives & Rewards

2. Strategy Implementation

b. How is strategy implementation set in your department? How often do you check and review the implementation process? Is there any previous methodology that failed in the implementation of strategies and what were the likely the causes? How could these failures be averted? Explain

Probe: In terms of (i) Organisational Structure, (ii) Organisational Culture, (iii) Resource Allocation, (iv) Communication, (v) Monitoring and Control

3. Stakeholder Engagement

c. What is your perception on engagement with stakeholders' both governmental and non-governmental bodies and whether it has supported your department to meet the targets on Promotion of Local Content in Procurement, Prevention of Alcohol and Drug Abuse, Prevention of HIV Infections and Non-Communicable Diseases, Disability and Gender Mainstreaming, Environmental sustainability, Safety and Security Measures, Corruption Prevention, National Cohesion and Values? Explain.

Probe: In terms of; (i) Stakeholder involvement, (ii) Internal & External stakeholder participation, (iii) Stakeholder monitoring, during and after implementation (iii) stakeholder communication (iv) assessment of stakeholder engagement in value creation, (v) method of stakeholder engagement used (for example focus group, public meetings, questionnaires, one-to one interviews).

d. How do you describe stakeholders' engagement and contribution to the Performance of the facilities? Explain

e. What are the factors that hinder stakeholders' engagement in your Health facility? Explain

4. Performance of Level Four Government Hospitals

f. In your view, how has the health facilities performed? For example, in a scale of 1-10 how would you rate it and why? Probe: In terms of; (i) satisfaction of the customers, (ii) Employee turnover, (iii) Quality of work life, (iii) Productivity in terms of growth.

Thank You for Participation

Appendix IV: Authority Letter



Date: 8TH JULY 2022

TO WHOM IT MAY CONCERN

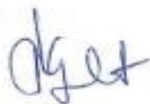
Dear Sir/Madam,

REF: NYAMAI EVERLYN MUSANGI- PHD CANDIDATE

This is to confirm that NYAMAI EVERLYN MUSANGI, admission number: DML/16/00133/2/2020 is a student of the Management University of Africa (MUA) currently pursuing a Doctor of Philosophy (PhD) degree in Management and Leadership. As part of the requirement for the degree programme, the candidate is expected to carry out a study and write a thesis on a topic of choice. The topic is "EMPLOYEE MOTIVATION, STRATEGY IMPLEMENTATION, STAKEHOLDER ENGAGEMENT AND PERFORMANCE OF LEVEL FOUR GOVERNMENT HOSPITALS IN KENYA." on which she has developed and successfully defended a proposal which has been approved by the University. She is now expected to collect data before finally writing her thesis.

The University wishes to request for assistance and cooperation from all the concerned parties the student will be engaging with in the course of her study.

Yours faithfully,
Management University of Africa



Dr. John Cheluget, PhD
Deputy Vice-Chancellor



Disclaimer: Data collection and thesis writing is the sole responsibility of the student and MUA takes no responsibility on the student's activities and shall not be held liable for his/her actions

Appendix V: Research Permit


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Appendix VII: Structure of Level Four Government Hospitals

