

Influence of Strategic Planning on Employee Motivation in Level Four and Level Five Hospitals in Laikipia County: Organizational Strategy Formulation, Implementation and Restructuring Models

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Abstract

Globally, strategic planning is noted for its significant contribution towards successful strategy implementation schedule that plays a crucial role in guiding the context and manner of implementing a strategy. Proper strategic planning enables institutions like medical centers to successfully utilize strategic management doctrines that promise increased output and desirable results. The study's aim is to look at the impact by strategic planning towards employee motivation in level four and five hospitals in Laikipia County. A descriptive study model guided this study. The target population was 308 working staff across level four and five hospitals in Laikipia County. A sample of 174 respondents was derived using Yamane formula. Simple random was employed to access the respondents. Central tendency was measured using mean and standard deviation; inferential statistics included regression and correlation analyses. The study revealed that the influence of strategic planning on employee motivation was statistically significant ($r=0.641$, $r^2 = 0.41$, $p=0.000$) in level four and five hospitals in Laikipia County. The findings revealed that strategic planning influence employee motivation. The study may guide strategic planning practices at Level Four and Five hospitals in Laikipia County. The research may also benefit stakeholders within the hospitals in understanding the dynamics of strategic planning. In addition, the study may transfer awareness to policy formulators and key players on identifying the suitability of available change plans.

Key words: Strategic Planning, Employee Motivation

1.0 Introduction

1.1. Background of the Study

Motivation refers to the experience of desire. Motivation denotes that which inspires individual to action. Major pillars on motivation include activation, persistence and intensity. Activation details the choice to start an action (Amin, Shah, & Tatlah, 2013). The motivation aspect taking an extrinsic feature comprises components emanating externally from a person; it entails rewards like praise, recognition, gifts and money. On the other hand, intrinsic motivation comes internally from a person which leads to individual fulfillment. It means that the leadership owns the responsibility of providing hygienic factors in line with the motivation-hygiene concept. Further the leadership ought to ensure the presence of intrinsic aspects to dilute worker complaints (Amin, Shah, & Tatlah, 2013).

Strategic planning is a management function that is practiced in every walk of life including schools, colleges, universities, factories, farms, hospitals, civil and military organizations, business enterprises among others. Managers are part of the individuals who have been tasked to offer leadership in their organizations and although management and leadership are normally viewed to be of same nature, there is more to leading than in managing. This is because all management roles perform minimally whenever there is lack of direction in guiding the workforce and showing awareness on proper working environment that is desirable to produce positive outcomes (Hauser, 2014).

Across borders, in the international world, corporate settings are witnessing adjustments when it comes to the degree of difficulty, evolutions and speculations calling for the strategic leadership to plan early the appropriate approaches to realizing firms' goals. An analysis undertaken by Serfontein (2009), in South Africa examining operational blueprint and institutional results came to a conclusion that planning strategically has the ability of impacting worker output in an institution.

The concept of strategic planning and its dispensation has lately gained significance and therefore remains a concern that many institutions continue to encounter and address. The general assumption is that managers practicing strategic planning possess the capability to speculate, foresee, sustain and start reforms establishing a market edge compared to other institutions (Daft, 2016). This category of management is often mandated by institutions the role to influence the creation of key plans, strategic aim and impact productive planning activities.

Across the public sector, and especially in the county governments, strategic planning has gradually gained relevance as a result of increased utilization of modern public management methods (Weiss, 2016). Globally, governments have embraced Strategic planning instruments and concepts with the intention of boosting capacity and quality levels of performance in the middle of tough financial and political instability (Ferlie & Ongaro, 2015).

Lately strategic planning is highly embraced and continue to be universally applied in management styles; further being viewed to shift management concerns from being only related to the internal activities of institutions to expanding scope to also focus on the external settings that surround such institutions (Ferlie & Ongaro, 2015). Prevailing market competition demands

with regard to securing a significant market edge continue to be the reason for institutional reforms within the current management of institutions. Institutions need to strive for survival since lack of it will see them wind up operations due to the increased cost of doing business and market competition (Dubin & Alrbabah, 2015).

A study by Aboshaiqah, Hamdan-Mansour, Sherrod, Alkhaibary, and Alkhaibary (2015) examined the relationship among strategic leadership and the workforce motivation in nurses domiciled in medical centres and advanced that strategic planning is significantly positively connected with employee motivation. This is also supported by Körner (2015) who suggests that implanting positive leadership practices like strategic planning has the potential to increase inspiration and significantly benefit the processes of institutional results within the health sector. Additionally, globally the efficiency of any group of people is viewed to be affected by the management standards. This is to say that proper planning inspires the sustenance of the subject's demands and in the end ensures increased motivation as well as desirable results (Dubin & ALrbabah, 2015).

1.2 Problem Statement

Hospitals across nations and markets are viewed as the major players in securing human health as well as employment opportunities. Normally they consolidate the potential of a nation to offer universal healthcare as well as create job opportunities and capital, benefitting the nation's economy. To successfully formulate and implement organizational strategy while coping with environmental changes, strategic planning is vital (Abbas & Asghar, 2016). It has been documented that planning strategically has the ability of fostering changes and equally at the same time establishing a setting where changes happen, further stabilizing the institution to oversee successful adoption of the changes, (Serfontein, 2009). Whenever strategic planning is undertaken, abilities helping an institution in terms of market competition are normally brought forward, the abilities help in the anticipation and exploitation of adjustments in the economy. According to (Sidikova, 2016), workforce motivation continues to improve across institutions due to the enhancement and implementation of traditions around strategic leadership, and more so strategic planning that numerous institutions are now undertaking.

In Kenya, the quality aspect across the delivery of medical sector is severely hampered by certain aspects like financial resources, strategic planning, health product utilities and workforce motivation, (KHSSP, 2017). Based on (MOH, 2015), a meagre 25% of Kenyan medical centres document their quality assurance processes, with 11% of these documentation being on information associated with maternal health. Adoption of strategic planning has the advantage of likely boosting the workforces' motivation and greatly benefitting the activities of institutional results within the health sector, Körner (2015).

There was a determination of a positive association among strategic planning and workforce output by Kute and Upadhyay (2016) and Abbas, Muzaffar, Mahmood, Ramzan and Rizvi (2015). Another analysis by Dauda and Akingbade (2014) determined that little association existed between technological adjustments and the workforces' output. There was also a determination of some positive association among change aspects i.e institutional structure, personalities and technological ability and the workforces' output, Al-Jaradat, Nagresh, Al-Shegran and Jadellah (2015). As a result of the global dynamism, higher learning institutions

equally adjust gradually so as to align with the current demands and further ensure customer retention. (Kamugisha, 2015), advances that whereas institutional change continues to be an obvious phenomenon, successful planning as well as awareness on the numerous important aspects forming the management of the change continues to lack in the group overseeing this aspect.

Locally, the subject of strategic planning has vastly been researched by different people, Bass (2012). Despite this numerous analysis, little has been undertaken in the manner strategic planning impacts the workforces' motivation, more so across level four and five health institutions in Laikipia County, since devolution of health care is a new concept in the nation. Further, the existence of poor strategic planning opposes the association, therefore creating a serious gap in terms of information; which the study eventually intends to tackle. The analysis's intention therefore is to look at the manner strategic planning impacts employee motivation across level four and five hospitals in Laikipia County.

1.3 Purpose of the Research

The study's aim was to explore the impact by strategic planning towards employee motivation in level four and five hospitals in Laikipia County.

1.4 Research Question

The following research question guided this study:

To what extent does strategic planning influence employee motivation in level four and five hospitals in Laikipia County?

1.5 Summary and Research Gaps

The various analyses undertaken have mainly concentrated on a range of areas with most of them ignoring analysis on level four and five hospitals in Laikipia County. Analysis by Channar, Talreja, and Bai (2015) touched on the effect of human capital variables of acquisition of awareness, expertise and capability of the workforce towards staff job fulfillment and the efficiency of the institutions. A study by Arasa and K'Obonyo (2012) examined the connection among strategic planning traditions towards the business results. Further, Marimuthu, Arokiasamy, and Ismail (2009) studied the connection among establishing human resource on the institution results. Additionally, an analysis undertaken by Kiarie and Minja (2013) explored the contribution by corporate leadership and strategic planning traditions towards risk mitigation across Nairobi's stock brokerage companies. Of the mentioned analyses, none examines the issue of level four and five hospitals in Laikipia County, and more so the impact by strategic planning towards employee motivation. It therefore translates to the availability of little or no knowledge on the imagined association among strategic planning and employee motivation among the level four and five hospitals in Laikipia County. The indication is eventually that there was an awareness vacuum that the current analysis intends to bridge. Finally, the targeted groups were extensively spread, leading to limited responses that translates to limitations in the deductions; this leads to generalization. Thus, even with the extensive coverage, there was still some awareness gap in the basic findings around the perceived impact by strategic planning towards employee motivation in Kenya.

2.0 Literature Review

2.1 Strategic Planning and Employee Motivation

Burugu (2018) studied strategic planning and employee motivation. The intention of the analysis was exploring the communication plans for managers within the retail sector adopted to boost worker morale. Top leaderships, comprising of the ownership across the three institutions involved in the retail sector in the municipal of Baltimore-Washington Metropolitan, participated in the study after a purposeful selection. Collection of data was by semi structured questions for the participants, publications, institutional documents, as well as SMS correspondences. The analysis of data entailed determining recurring events and situations and coding definitive and common words, lines, to come up with the themes. This process further entailed triangulating information. The entire process of data analysis came up with five 5 themes: respectful communication, 2-way communication, and charismatic communication. Leaderships practicing productive communication plans have the ability to be drivers of social reforms through the enhancement of workers interest that eventually translates to better living standards of workers, their families, as well as the community.

Genc (2018) examined strategy execution and institutional performance in Turkey (covering local authorities). The study approach was mixed methodology study model comprising of 134 questionnaire responses and a further 16 from semi-structured interviews. The analysis borrowed from multiple and robustly moderated regression models. The findings from the analysis established the existence of a major positive connection among rational strategy execution and institutional results. With relation to institutional traditions, it was hierarchy culture solely showing a consistent positive impact toward results.

Research by Channar, Talreja, and Bai (2015) on evaluating the effect of human capital variables of acquisition of awareness, capabilities and skills of the employees towards the fulfillment of the workforce and institutional efficiency revealed that establishing human resource had a stable positive connection with employee and client fulfilment, that in turn ensure positive business results. A study by Batti (2014) examining the human capital leadership issues facing NGOs indicated the importance of the NGOs to tap and implement better human capital development traditions adopted by businesses to enhance the non-profit institutional human capital development concerns.

Sikuche (2014) did an analysis examining the impacts of strategic planning towards the workers motivation at Nzoia Sugar Company. The objectives of the research included; to identify the impact of the institution structure towards worker motivation, to identify the impact of utility distribution towards worker motivation, to identify the impact of target setting towards worker motivation and to identify the impact of monitoring and evaluation towards worker motivation. It implemented a case study model with targeted management units of workers forming a target population of 150 participants. A census sampling methodology was applied with data collection being by use of questionnaires. Outcome from the analysis showed institutional structure having an impact on worker motivation and further that utility distribution impact worker motivation because they are able to undertake their roles in the presence of critical resources. Additionally, it revealed that whenever an institution outlines its objectives properly and communicates this to the workforce; they offer the workforce a desired target. The gains are even greater whenever recognitions and rewards are advanced to over-achieving individuals or groups. Proposals from

the research advocated for institutions to practice delegation of roles and additionally adopt flexibility and bench marking traditions to increase worker motivation. Institutions ought to try and utilize every platform to offer motivation to the workforce as they are heart of any institution.

Any time an institution shows the ability to distinguish their crucial capabilities by achieving rarity, value and non-imitable, the institution is guaranteed of positive market advantage. Still, it is important to note that the moment there is change in the market, sectors or the environment, the crucial capabilities must also be changed. Thus, any strategic leadership ought to aware of the important capabilities that would be critical in the realization of an institution's goal in to ensure their development, maintenance and exploitation going forward.

2.2 Conceptual framework

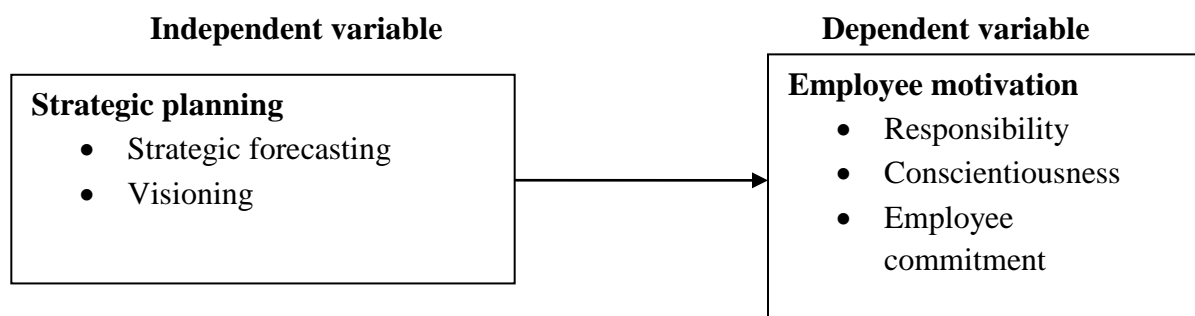


Figure1.1: Influence of Strategic Planning on Employee Motivation in Level Four and Five Hospitals in Laikipia County.

Source: Researcher (2021)

3.0 Research Methodology

A descriptive study model guided this study. The choice of this method was ideal as the study was carried out in a limited geographical scope. The study targeted six level four and five hospitals in Laikipia County, namely Nanyuki Teaching and referral hospital, Nyahururu County Referral Hospital, Pope Benedict vxi Catholic Hospital, Sipili Maternity and Nursing Hospital, Rumuruti Sub-County hospital and Nanyuki Cottage Hospital. The targeted population consisted of 308 employees working in the six Level four and five hospitals in Laikipia County. The sample size for this study comprised of 174 respondents. Stratified sampling and simple random sampling techniques were adapted to access study respondents. The research instrument used for data collection was closed ended questionnaires. Quantitative data was analysed using descriptive and correlation statistics. The study was guided by voluntary participation whereby anonymity and confidentiality was ensured. Every respondent was entitled to an informed consent and right to leave the research at any stage of the study as they wish. Confidentiality of the data collected was ensured and maintained throughout the research process. Consent was given by NACOSTI in form of a letter and Level four and five hospitals notified in advance to allow access to their employees.

4.0 Research Findings and Discussions

Collected data was checked for completeness to ensure that the responses were free from mistakes, omissions or biases. The coded data was analyzed using SPSS and interpreted to formulate narrative generalizations from which conclusions were drawn. Data entry was done for a total of 119 questionnaires obtained from the respondents. Data analysis followed using both descriptive and correlation statistics.

4.1 Descriptive Statistics

4.1.1 Employee Motivation

The participants had to state their satisfaction with the statements with regard to worker motivation.

Table 4.1 Employee Motivation

Employee Motivation	Mean	Std. Dev
Employee punctuality has improved in our organization performance	3.90	1.29
Goal achievement strategy has been employed to achieve employee productivity	3.78	1.20
Employee absenteeism has significantly reduced in our organization	3.83	1.25
Attitude of workers is key indicator of employee motivation	3.84	1.21
Our employee commitment has significantly improved over the last five years	3.96	1.40

Source: Research Data (2021)

The deductions point to the significant population who had recorded the higher mean of 3.96 and a SD of 1.40 agreeing that worker motivation has greatly increased in the last 5 years. This was closely followed by those who agreed that employee punctuality has improved our organization performance with a mean of (3.90) and a SD of (1.29). Further, more respondents agreed that Attitude of workers is key indicator of employee motivation with a mean of (3.84) and a SD of (1.21), employee absenteeism has significantly reduced in our organization at a mean of (3.83) and a SD of (1.25), and goal achievement strategy has been employed to achieve employee productivity had a mean of (4.20) and a SD of (0.96).

4.1.2 Strategic Planning and Employee Motivation

Study participants had to state personal satisfaction levels in the statements with regards to strategic planning. Findings are detailed below in Table 4.8.

Table 4.2 Strategic Planning and Employee Performance

	N	Mean	Standard Deviation
Our operational plans are informed by strategic plans.	119	4.11	1.05
Bench marking has always guided our strategic	118	4.03	.97

planning decisions

Availability of resource allocation influence employee motivation	119	4.03	1.03
Our organization’s vision influences our strategic planning practices	119	4.19	1.02
Strategic forecasting has significantly informed our strategic planning	119	4.24	1.01

Source: Research Data (2021)

The study’s aim was to identify the impact by strategic planning towards employee motivation. The analysis in table 4.8 shows that Strategic forecasting has significantly informed our strategic planning (M=4.24, SD=1.01). Our organization’s vision influences our strategic planning practices (M=4.19, SD=1.02). Our operational plans are informed by strategic plans (M=4.11, SD=1.05). Bench marking has always guided our strategic planning decisions (M=4.03,SD=1.03), same as availability of resource allocation influence employee motivation (M=4.03,SD=1.02).

These finding agrees with Sikuche (2014) who examined the impact of strategic planning on employee motivation at Nzoia Sugar Company. Study findings showed institutional structure having an impact on worker motivation and further that utility distribution impact worker motivation because they are able to undertake their roles in the presence of critical resources. Additionally, it revealed that whenever an institution outlines its objectives properly and communicates this to the workforce; they offer the workforce a desired target. The gains are even greater whenever recognitions and rewards are advanced to overachieving individuals or groups. Proposals from the research advocated for institutions to practice delegation of roles and additionally adopt flexibility and bench marking traditions to increase worker motivation. Institutions ought to try and utilize every platform to offer motivation to the workforce as they are heart of any institution.

4.2 Inferential Statistics

4.2.1 Correlation Analysis:Strategic Planning and Employee Motivation

Table 4.3 Relationship between Dependent and Independent variable correlations

		EMOT	SRTP
EMOT	Pearson Correlation	1	.641**
	Sig. (2-tailed)		.000
	N	116	115
SRTP	Pearson Correlation	.641**	1
	Sig. (2-tailed)	.000	
	N	115	118

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

Source: Research Data (2021)

The correlation coefficient ($r = 0.641$, $p (0.000) < 0.5$). This implies that there is a strong positive relationship between strategic planning and employee motivation. This implies that strategic planning influence employee motivation.

4.2.2 Regression Analysis: Strategic Planning and Employee Motivation

Simple Linear regression test was run to determine the predictive power of strategic planning on employee motivation.

Table 4.4: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.641 ^a	.411	.406	.87155

a. Predictors: (Constant), strategic planning

b. Dependent Variable: Employee Motivation.

Source: Research Data (2021)

R Square of 0.411 implying that strategic planning determines 41.1% variation on employee motivation. Further analysis indicated ANOVA result of P-value of $0.00 < 0.05$ implying that strategic planning is a significant predictor of employee motivation.

Table 4.5 Relationship between Strategic Planning and Employee Motivation

ANOVA^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	59.954	1	59.954	78.928	.000 ^b
1	Residual	85.835	113	.760		
	Total	145.790	114			

a. Dependent Variable: Employee Motivation

b. Predictor: Strategic Planning

Source: Research Data (2021)

The probability value of $p < 0.00$ indicates that the regression relationship was significant in predicting how strategic planning influence employee motivation.

The researcher further sought to establish the level at which introduction of strategic planning practices influences employee motivation.

Table 4.6 Relationship between Dependent and Independent variable coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std.Error	Beta	T	

	(Constant)	.131	.432		.303	.763
1	Strategic Planning	.910	.102	.641	8.884	.000

a. Dependent Variable: Employee Motivation

Source: Research Data (2021)

Results show that that holding strategic planning to a constant zero; employee motivation would be at 0.131. Thus, unit increase in strategic planning would lead to increase in employee motivation by 0.910 units.

5.0 Conclusions and Recommendations

The study’s aim was to explore the impact by strategic planning towards employee motivation among level four and five hospitals in Laikipia County, Kenya. Based on the deductions, the revelation was that both strategic planning and forecasting greatly impact employee motivation among level four and five hospitals in Laikipia County, Kenya. In addition, the findings of this research revealed that strategic planning is a critical instrument that provides a wider awareness around the activities of initiating plans as an interest area and significance to users and theorists.

The findings of this study indicated that there is need to put necessary parameters that can guarantee achievement of long term vision and goals in the level four and five hospitals in Laikipia County, Kenya with optimal utilization of the available resources. Employees in level four and five hospitals in Laikipia County, Kenya plays a key role in the implementation of organizational strategy hence adoption of strategic communication channels which would provide strategic direction that buttresses adherence to time frames. Level four and five hospitals in Laikipia County, Kenya should ensure that they invest in strategic planning as this will assist in establishing opportunities which will significantly improve the employee motivation. Additionally, it is important for the strategic leadership to show ability to develop strategies helping the forecasting of externalities impacting institutional results. Strategic planning practices must be adhered to at all times to ensure that an organization attains its long-term goals. Lastly, the leadership ought to align to make sure there is the supply of the right information downwards that seeks to make sure the workforce motivation is realized with the least possible resource use.

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