

**INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON
PERFORMANCE OF NATIONAL HEALTH INSURANCE FUND**

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DECLARATION AND APPROVAL

Declaration by the Student

This research project is my original work and has not been presented for any award in this or any other University.

Signature:..... Date:.....

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Approval by the Supervisor

This research project has been submitted for examination with my approval as university supervisor.

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DEDICATION

This research project is dedicated to my Family for their moral support and encouragement during my study.



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I am deeply grateful to the Almighty God for providing me with the strength, ability, wisdom, resources, and determination necessary to complete this research project. My sincere thanks go to the entire fraternity of Mount Kenya University for their unwavering support and encouragement throughout this endeavor. I would also like to extend my heartfelt appreciation to my supervisor, Dr. Jenifer Wanjiru Muruiki, for her invaluable guidance and advice during the course of this research.



ABSTRACT

Strategic management remains crucial for organizations, regardless of their size, as it defines their success in navigating the external environment while optimizing internal resources. This study addressed a contextual problem where the National Health Insurance Fund (NHIF) in Kenya struggles to fully achieve its performance objectives despite implementing strategic management practices. The research identified a gap in understanding how specific dimensions of strategic management practices—strategic intent, formulation, implementation, and control of strategy—affect NHIF's performance. Financial strategies, technology, human resource planning, and customer service, often mistaken as strategic management practices, were re-examined under the correct strategic management dimensions. The study employed a descriptive research design to examine the influence of strategic management practices on NHIF's performance, targeting a sample size of 135 respondents selected using stratified random sampling from a population of 206 NHIF employees. Data collection was conducted using structured questionnaires, and the tools were pre-tested for validity and reliability, yielding a Cronbach Alpha index of 0.715, indicating satisfactory internal consistency. Data analysis was performed using descriptive statistics, including mean and standard deviation, and inferential statistics, specifically multiple linear regression analysis. The regression model indicated an R-squared value of 0.887, suggesting that 88.7% of the variability in NHIF's performance could be explained by the independent variables: strategic intent, formulation, implementation, and control of strategy. The adjusted R-squared value of 0.884 further confirmed the model's robustness. Findings revealed that strategic management practices significantly influence NHIF's performance. Specifically, strategic intent, formulation, implementation, and control were positively associated with improved financial management, technological adoption, human resource optimization, and enhanced customer service. For instance, financial strategies, when aligned with strategic planning, demonstrated a significant positive impact ($\beta = 0.01, p < 0.05$). Similarly, the adoption of technology as a strategic tool also showed a substantial positive effect ($\beta = 0.01, p < 0.05$). The study concludes that strategic management practices exert a substantial and statistically significant influence on NHIF's performance. This highlights the necessity for NHIF to continually refine its strategic planning processes, embrace technological advancements, optimize human resource planning, and prioritize customer service to enhance overall performance and service delivery. The recommendations emphasize the need for NHIF to develop comprehensive strategic plans, invest in modern technology, implement effective human resource management practices, prioritize customer satisfaction, and engage in continuous monitoring and adaptation to remain responsive to the dynamic healthcare environment.

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LIST OF ABBREVIATIONS AND ACRONYMS

DT	Digital Technology
HPWS	High Performance work System
HR	Human Resource
HRM	Human Resource Management
ICT	Information & Communication Technology
IT	Information Technology
LMICs	Low- and middle-income countries
MKU	Mount Kenya University
NHIF	National Health Insurance Fund
NPM	New Public Management
RBV	Resource Based View
SAP	Structural Adjustment Programs
SME's	Small and Medium Enterprises
TAM	Technology Acceptance Model
UHC	Universal Health coverage

CHAPTER ONE

INTRODUCTION

This chapter unveils the origins and context of the research, shedding light on the quandary that compelled the researcher to embark on this investigation. It outlines the study's goals, emphasizes its importance, address its constraints, assumptions, and delineate the boundaries within which the study operates.

1.1 Background of the Study

Strategic management practices are fundamental to organizational success in a rapidly evolving global environment. Globally, organizations employ strategic management practices to navigate complex markets, optimize resource allocation, and achieve sustainable competitive advantage (David, 2015). Effective strategic management encompasses strategic intent, formulation, implementation, and control, which collectively guide organizations in setting long-term objectives, crafting strategies, executing plans, and monitoring outcomes (Simons, 2018). These practices are crucial for adapting to external changes, leveraging opportunities, and maintaining organizational performance in diverse industries (Johnson & Scholes, 2013).

In the African context, strategic management practices have become increasingly critical as the continent experience's dynamic socio-economic transformations. Many African countries, including Nigeria, South Africa, and Kenya, are focusing on enhancing their strategic management capabilities to improve public sector efficiency, foster economic growth, and achieve sustainable development goals (World Bank, 2018). Strategic management in Africa often involves addressing unique challenges such as infrastructure deficits, governance issues, and limited access to financial resources (ECA, 2013). The implementation of strategic management practices in

African public institutions and private enterprises has shown significant potential in driving organizational performance and service delivery improvements (De Waal & Kourtit, 2013).

In Kenya, strategic management practices are vital for organizations operating in an increasingly competitive and regulated environment. Both the Kenyan government and private sector organizations acknowledge the crucial role of strategic management in attaining the national development goals set forth in Kenya Vision 2030 (Government of Kenya, 2020). The decentralization of services under the devolved government system has further necessitated the adoption of robust strategic management practices to ensure effective service delivery at the county level (Njenga & Othieno, 2016). Organizations such as the National Health Insurance Fund (NHIF) have embraced strategic management practices to enhance their performance and provide quality healthcare services to all Kenyans (NHIF, 2022).

Despite ongoing efforts, NHIF still encounters obstacles in achieving its performance goals, underscoring a lack of understanding regarding the precise influence of strategic management practices on organizational performance (Mbau et al., 2020). Earlier research has primarily examined the link between general management practices and performance, with insufficient investigation into the unique aspects of strategic management practices—such as strategic intent, formulation, implementation, and control—within the Kenyan context (Kariithi & Ragui, 2018). Addressing this research gap is crucial for developing targeted strategies that can enhance NHIF's efficiency, financial sustainability, and service delivery.

1.1.1 Strategic Management Practices

To achieve success, an organization develops both planned and adaptive strategies to respond to changes, seize opportunities, and maintain a sustainable competitive edge

(Ries, 2017). Strategic management plays a crucial role in establishing goals, formulating strategies, and evaluating progress (Simons, 2018). The measurement of organizational performance, whether financial or non-financial, provides valuable information for decision-making and managerial action (Simons, 2018). Metrics such as financial stability, customer coverage, operational efficiency, and customer satisfaction are commonly used to assess an organization's performance (Simons, 2018).

Creating a winning strategy for state corporations is an ongoing process due to the rapidly changing competitive environment (Schraeder, 2002). CEOs, top management, and line managers play a vital role in strategic planning practices, particularly when there is a need for responsiveness, complexity in the environment, and high competitive pressure (Schraeder, 2002). Strategic planning in state corporations in Kenya involves internal and external orientations, functional coverage, and formal and informal processes (Schraeder, 2002).

Globally, there is a growing need to enhance access to quality and affordable healthcare, aligning with sustainable development goals (World Bank Group, 2015). Organizations focus on continuous improvement to meet evolving demands, reduce costs, innovate products and processes, and enhance customer satisfaction and market effectiveness (David, 2015). Public sector management reform has been a significant driver of strategic changes and improved service delivery, as witnessed in countries like New Zealand (De Waal & Kourtit, 2013).

In Africa, service delivery in the public sector has been hindered by poor leadership, and change is necessary to achieve development goals (ECA, 2003; World Bank, 2006). Structural Adjustment Programs and the New Public Management program have been instrumental in improving efficiency in developing nations' public sectors (Abramson

et al., 2015). In Kenya, the decentralization of services aims to achieve the country's development agenda, with healthcare oversight and administration falling under county governments (Environmental Scan and Business Trends Impacting on NHIF, 2021).

In East Africa, similar challenges and opportunities exist in the realm of strategic management and public sector service delivery. The region, which comprises countries such as Kenya, Tanzania, Uganda, Rwanda, and Ethiopia, faces various socio-economic and political factors that impact organizational performance and development (ECA, 2003). Strategic changes and reforms in the public sector have been undertaken to improve service delivery and enhance efficiency in these countries (Abramson et al., 2015). Furthermore, the pursuit of universal health coverage and the provision of quality healthcare services are shared objectives across East African nations (Environmental Scan and Business Trends Impacting on NHIF, 2021). By implementing strategic management practices, embracing decentralization, and addressing the challenges unique to the region, East African countries strive to achieve sustainable development and ensure access to essential services for their populations.

In Kenya, the decentralization of services is a key strategy in achieving the country's development agenda, with a specific focus on healthcare oversight and administration falling under county governments (Environmental Scan and Business Trends Impacting on NHIF, 2021). This decentralization aims to foster equitable and efficient service delivery, stimulate innovation at the county level, and improve access to healthcare services, aligning with the goal of achieving Universal Health Coverage (Environmental Scan and Business Trends Impacting on NHIF, 2021). By embracing organizational transformations and adapting to changing environments, Kenya aims to achieve its development objectives outlined in Kenya Vision 2030 and contribute to the

Sustainable Development Goal on health (Environmental Scan and Business Trends Impacting on NHIF, 2021).

1.1.2 Performance of Healthcare Insurance Industry

Performance in healthcare insurance industry is not solely focused on generating economic value but also on optimizing service delivery efficiency and effectiveness (Melchert & Klesse, 2017). Strategic planning plays a crucial role in successfully implementing healthcare performance management by closely aligning it with operational execution and control (Melchert & Klesse, 2017). Key performance indicators need to be defined on the strategic level to shape the economy, efficiency, and effectiveness of service delivery, while the operational level focuses on measuring, reporting, and optimizing performance through process redesign and operationalization.

The goal of achieving universal health coverage (UHC) is shared by health systems around the world (Kutzin, 2018). This means establishing health financing systems that are based on prepayment and that guarantee access to quality health services and financial protection for households (Kutzin, 2018). The same idea has been expressed using different terms, such as universal health care, universal health care coverage, or universal coverage (Stuckler et al., 2016). However, "universal health care" is usually linked to reforms in high-income countries, while "universal health coverage" is more relevant for low- and middle-income countries.

Kenya initiated its journey towards Universal Health Coverage (UHC) with the creation of the National Hospital Insurance Fund in 1966, aimed at shielding citizens from exorbitant healthcare expenses (Mbau et al., 2020). However, the initial implementation encountered obstacles such as inadequate governance structures, restricted benefits, and delays in reimbursement (Mbau et al., 2020). Although reforms have been introduced,

further efforts are needed to strike a balance between revenue generation at healthcare facilities and reducing barriers to care (Mbau et al., 2020). Despite the ongoing push for UHC in Kenya, many individuals still face excessive out-of-pocket spending, and healthcare facilities require additional investment in staffing and supplies. The journey toward UHC in Kenya remains a work in progress.

1.1.3 The National Health Insurance Fund

The establishment of the National Health Insurance Fund (NHIF) dates back to 1966, governed by Cap 255 of the Laws of Kenya, initially providing medical coverage exclusively to formal employees (NHIF, 2015). Subsequently, in 1972, an amendment extended enrollment to include those in the informal employment sector. In 1998, the NHIF underwent a transformation into a state corporation through the NHIF Act No. 9 of 1998, passed by Parliament (NHIF, 2015). Monthly contributions to the NHIF range from KSh. 500 to KSh. 1700 (NHIF, 2015).

The medical coverage system changed significantly with the NHIF Act of 1998. Where NHIF improved from the old system of paying a daily bed rate and introduced payments that were based on the cost of services, it added outpatient services, doctor fees, and lab tests to the health package, and it made health insurance accessible to health centers and lower-level facilities, thus increasing access and quality (NHIF, 2015). The state corporation has implemented a range of strategies focusing on quality management, maximizing benefits, protecting costs, financial restructuring, product development, integrated communication, market penetration, and operational success (Njue & Ongoto, 2018).

The NHIF's strategic plan for 2018-2022 aimed to increase membership, enhance contribution collection and payout efficiency, conform to international service quality standards, embrace modern technology, among other objectives (NHIF, 2018).

However, a statistical bulletin released by the NHIF indicated that the corporation has not fully achieved its objectives (NHIF, 2022).

1.2 Statement of the problem

Strategic management is vital for aligning organizations with an ever-changing and unpredictable business environment. It involves making and implementing decisions that drive an organization's vision, mission, strategy, and objectives (David, 2015). Despite the widespread acknowledgment of the importance of strategic management, the National Health Insurance Fund (NHIF) in Kenya has struggled to achieve its performance goals despite adopting these practices. Specifically, the NHIF has implemented strategic management practices intending to enhance organizational performance and ensure healthcare coverage for all Kenyans. However, these efforts have not fully achieved the desired outcomes, as evidenced by statistics from the Kenya National Bureau of Statistics, which indicate that approximately 7.5 million adults remain uninsured. This lack of coverage leads to limited access to healthcare services and financial hardships for many individuals (Kenya National Bureau of Statistics, 2023).

The contextual problem is the persistent gap between NHIF's strategic management efforts and its performance outcomes. Although strategic management practices are designed to improve organizational performance, NHIF's experience suggests that these practices may not be effectively addressing the specific challenges within the Kenyan healthcare insurance sector (Mbau et al., 2020). This situation underscores a need for a more nuanced understanding of how strategic management practices influence performance in this context.

The research gap lies in the limited examination of the specific dimensions of strategic management practices—strategic intent, formulation, implementation, and control—within NHIF and their direct impact on performance. While previous studies have explored factors influencing strategic management in various sectors, including agribusiness firms in Tanzania (Theresia & Ludwig, 2015) and cooperative organizations in Nairobi County (Daudi & Mbugua, 2018), there is a paucity of research focusing on the healthcare insurance sector in Kenya. Studies such as those by Kariithi and Ragui (2018) on Huduma Centers and Lilungu et al. (2015) on savings and credit cooperative societies have examined strategy implementation practices in different contexts but have not specifically addressed the unique challenges faced by NHIF. Considering the critical role of NHIF in providing healthcare insurance services and the identified gaps in existing research, this study aims to investigate the influence of strategic management practices on NHIF's performance. By examining these practices in detail, the study seeks to contribute to a deeper understanding of effective management strategies within the healthcare sector and provide actionable insights to enhance NHIF's performance and service delivery. This will address the existing research gap and offer strategies that can be tailored to the specific needs and challenges of NHIF (Government of Kenya, 2020).

1.3 Purpose of the Study

The purpose of the study is to analyze the influence of strategic management practices on performance of National Health Insurance Fund (NHIF).

1.4 Objectives of the Study

The following were the specific objectives of the study:

- i. To analyze the effect of financial strategies on performance of National Health Insurance Fund.
- ii. To investigate influence of technology on performance of National Health Insurance Fund.
- iii. To determine effect of human resource planning on performance of National Health Insurance Fund.
- iv. To assess the impact of customer services on performance of National Health Insurance Fund.

1.5 Research Questions

The following research questions guided the study.

- i. How does financial strategies affect performance of National Health Insurance Fund?
- ii. To what extent does technology influence performance of National Health Insurance Fund?
- iii. What is the effect of human resource planning on performance of National Health Insurance Fund?
- iv. How does customer services impact performance of National Health Insurance Fund?

1.6 Significance of the Study

The significance of this study lies in its potential to provide valuable insights and benefits to various stakeholders. Firstly, healthcare insurers such as the National Health

Insurance Fund (NHIF) will benefit from the findings as it will help them enhance their performance and adopt best practices in managing healthcare insurance services. By understanding the factors that influence performance, insurers can make informed decisions and improve the quality of services provided.

Secondly, healthcare facilities, including hospitals and clinics, will also benefit from the study's findings. The insights gained can be applied to improve their own performance and efficiency in delivering healthcare services. This can lead to better patient outcomes and overall satisfaction.

Moreover, the findings of this study can be of great significance to the Government of Kenya. Policy makers can utilize the research findings to inform the development of regulations and policies related to healthcare management in the country. By incorporating evidence-based practices and strategies, the government can enhance the effectiveness and efficiency of the healthcare sector as a whole.

The general public will also find value in the study's findings. It will enable individuals to evaluate the level of caution and due diligence required when engaging with the healthcare industry. By understanding the factors that contribute to performance, the public can make informed decisions regarding their healthcare needs and expectations. Furthermore, scholars and researchers will benefit from the study's contribution to knowledge in the field of healthcare management strategies. The findings can serve as a foundation for further research, allowing for deeper exploration of key issues and the development of innovative approaches to healthcare management.

1.7 Scope of the Study

The study concentrated on the influence of strategic management practices on the performance of National Health Insurance Fund (NHIF). The study variables included financial strategies, technology, human resource planning and customer care services. The study was conducted at the National Health Insurance Fund (NHIF) headquarters in Nairobi. This represents the geographical scope of the study. This study was carried out between March 2023 and November 2023.

1.8 Study Limitations

This research was conducted within the context of the National Health Insurance Fund (NHIF), a key stakeholder in Kenya's healthcare sector, representing medical insurance providers. Nevertheless, the sector comprises a diverse array of stakeholders, including regulatory bodies, healthcare service providers, and consumers. Consequently, a limitation of this study is that its findings may not be extrapolated to encompass the entire spectrum of entities operating within the healthcare industry.

1.9 Delimitations of the Study

By establishing delimitations, a study acquires context and establishes its boundaries. Knowledge of the study's scope and limitations allows readers to gauge its applicability in different settings (Marshall & Rossman, 2016). In this regard, the scope of this study was confined by various factors such as geographic region, business nature, firm size, and duration of operation. Specifically, this investigation focused on offices located within NHIF Head Office Nairobi, ensuring a targeted and specific examination.

1.10 Assumptions of the Study

The study was predicated on a set of foundational assumptions that guided its scope and potential application. Firstly, it was assumed that the outcomes of the research would have broad applicability, extending to various facets of management strategies within the healthcare insurance sector in Kenya. This encompassed an expectation that the insights derived would be relevant and adaptable to similar contexts within the industry.

Secondly, the study proceeded on the basis that all necessary permissions for its execution had been secured. This included the authorization to engage with and collect data from the chosen respondents. It was also presumed that the participants would provide candid and thoughtful responses to the inquiries posed, thereby ensuring the integrity and validity of the research findings.

1.11 Operational Definition of Key Terms

Customer Services: the range of activities, interactions, and support mechanisms implemented by NHIF to address the needs, inquiries, and concerns of its members and stakeholders.

Financial Strategies: the deliberate plans and actions implemented by organizations, specifically NHIF in this context, to manage financial resources effectively and efficiently in achieving organizational goals.

Human Resource Planning: involves the systematic process of forecasting, assessing, and managing NHIF's workforce needs to align with organizational objectives and strategic priorities.

National Health Insurance Fund (NHIF): is a state corporation established in Kenya in 1966, mandated to provide medical coverage and healthcare financing services to citizens. It has been renamed Social Health Authority (SHA).

Performance of Healthcare Insurance Industry: the extent to which healthcare insurance providers, such as the National Health Insurance Fund (NHIF), achieve their objectives in terms of providing financial protection, access to quality healthcare services, and ensuring customer satisfaction.

Strategic Management Practices: the systematic and deliberate actions taken by an organization to set goals, formulate strategies, implement plans, and evaluate performance to achieve sustainable competitive advantage and organizational objectives.

Technology: encompasses the utilization of tools, systems, and innovations, including information technology (IT), electronic systems, software applications, and digital platforms, adopted by NHIF to enhance operational

efficiency, service delivery, and communication processes within the organization.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The initial section delves into theoretical framework that established the foundation for this study, while the subsequent section discusses the empirical analysis of strategic management practices and their effect on the performance of healthcare insurance in Kenya. In addition, the conceptual framework to the study is presented. The final segment of the literature review discusses pertinent studies that have been conducted in the same realm.

2.2 Theoretical Framework

This research embarks on a captivating journey into the realms of three profound theories: Agency theory, Stewardship theory, and Resource-Based View (RBV). The primary objective is to unravel the intricate relationship between strategic management practices and the performance of the esteemed National Health Insurance Fund (NHIF). By delving into the depths of these theories, the study aims to shed new light on this subject and offer a fresh perspective that transcends conventional wisdom. (NHIF).

2.2.1 Agency Theory

The pioneering work of Jensen and Meckling (1976) introduced the Agency Theory, which posits that agents, when given the opportunity, tend to act in their self-interest, often conflicting with the principal's interests. To address this, principals employ structural mechanisms to monitor and control agent behavior, ultimately aligning the interests of both parties (Cruz et al., 2010).

Within the Agency Theory perspective, achieving firm performance through cost minimization and improved efficiencies is paramount. When ownership and management are separated, agency problems arise, leading to the incurrence of agency costs. A key element of this theory is the delegation of tasks from the principal to the agent, with the expectation that the agent will act in the principal's best interest. However, issues arise when the interests of the principal and the agent do not align, and the principal does not have sufficient information to properly assess the agent's actions (Lee and O'Neill, 2006).

To address agency problems and prevent opportunistic behavior, the principal has two primary strategies. First, they can implement a governance structure that allows for the monitoring and evaluation of the agent's actions. This might involve establishing reporting procedures, additional management layers, or a board of directors. Second, the principal can design a governance structure that ties the agent's compensation to the actual outcomes of their actions. For instance, incentive pay can motivate the agent to perform well by shifting some of the risk to them, thus aligning their interests with those of the principal. Essentially, the principal must decide between creating governance structures that focus on the agent's actions or the results of those actions (Chrisman et al., 2007). This theory is relevant because it can potentially enhance organizational performance by reducing losses through effective mechanisms within NHIF management.

2.2.2 Stewardship Theory

According to Schoorman and Donaldson (1997), the Stewardship Theory focuses on how management leadership can create and sustain the value of an organization, even though it is temporary. The Stewardship Theory draws from psychology and sociology and assumes that managers are reliable, accountable, and efficient individuals who act

as responsible stewards of the resources they are entrusted with. Schoorman and
According to Donaldson (1997), managers share the same objective as shareholders: to
protect and enhance shareholders' wealth, thereby maximizing their utility functions.
From this viewpoint, directors and managers are committed to acting in the best
interests of shareholders, ensuring the growth and prosperity of their wealth.

Unlike Agency Theory, which argues that managers might make decisions based on
self-interest rather than the owners' interests, Stewardship Theory suggests that
managers prioritize the company's interests over their own, even in situations involving
conflicts of interest. The conceptual roots of Stewardship Theory are linked to the
development of work motivation theories, particularly McGregor's Theory Y from the
1960s. According to Nicholson and Kiel (2007), Stewardship Theory assumes that
managers are rational beings, eliminating the excessive need for monitoring their
behavior as postulated by the Agency Theory.

Fulop (2011) highlights the importance of the board director structure in Stewardship
Theory, suggesting that it should primarily consist of internal members who possess a
deep understanding of the company's challenges and can react accordingly. In contrast,
a board composed solely of external members may not respond as promptly to the
company's day-to-day issues. Solomon (2007) emphasizes that outside directors can
monitor and maximize business performance on a short-term basis due to their limited
knowledge of the organization's daily operations. Directors who come from within the
company possess a deeper understanding of the daily challenges and intricacies. The
relevance of this theory to the study lies in its connection to management capabilities
through human resource planning.

2.2.3 Resource-based theory of the firm

This study adopts Barney's (1991) resource-based theory of the firm, which integrates principles from organizational economics and strategic management to provide a comprehensive framework for understanding competitive advantage and superior performance. Traditional sources of competitive advantage, such as financial and natural resources, technology, and economies of scale, may create value, but the resource-based view (RBV) argues that these sources are increasingly accessible and easy to replicate. Instead, the RBV focuses on identifying the internal sources of sustained competitive advantage, explaining why firms in the same industry can perform differently (Scholes & Whittington, 2008).

Proponents of the RBV assert that resources that are both valuable and non-substitutable can lead to superior performance and enable firms to achieve a sustainable competitive advantage. The RBV defines resources as both tangible and intangible assets, including technological, human, and physical assets, that are semi-permanently attached to the firm. However, possessing resources alone is insufficient. The RBV introduces the concept of capabilities, which emerge from complex patterns of interactions and coordination among a firm's resources (Wong & Karia, 2010). This notion emphasizes that the strategic value of resources is greatly enhanced when they are combined with unique capabilities that the firm develops over time.

According to the RBV, resources and capabilities often have synergistic properties and create greater value when effectively combined. The theory posits that firms have varying resource endowments, and how they acquire, develop, maintain, bundle, and leverage these resources impacts their competitive advantage and performance over time (Barney, 1991). The RBV emphasizes the importance of resources and capabilities meeting specific criteria: being valuable, rare, inimitable, and organizationally usable

(VRIO framework). For instance, a firm can use complementary resources to enhance its capabilities, thereby creating a sustainable competitive advantage (Paulraj, 2011). This process involves not only the possession of valuable resources but also the ability to organize and deploy these resources effectively.

In the context of this study, the RBV explores how the organization's unique and non-imitable resources are utilized to create lasting competitive capabilities through financial strategies and human resources. The focus is on identifying how these resources can be structured and managed to achieve superior financial performance and operational efficiency. This approach ultimately leads to improved financial performance, increased operational efficiency, and strengthened institutional capacity within the organization. By examining the interplay between unique resources and capabilities, the study aims to uncover the mechanisms through which firms can achieve and sustain competitive advantage in the healthcare insurance sector in Kenya (Mbau et al., 2020).

Moreover, the RBV's principles are relevant to understanding how different firms within the same industry can exhibit varying levels of performance despite facing similar external conditions. This study's application of the RBV seeks to demonstrate that internal factors, such as the effective management of resources and capabilities, play a critical role in determining a firm's success. By focusing on the internal dynamics of resource utilization and capability development, this study aims to provide insights into how healthcare insurance organizations, like NHIF, can optimize their strategic management practices to enhance their performance (Kariithi & Ragui, 2018).

Through a detailed analysis of the RBV, this study contributes to the broader understanding of strategic management in the context of healthcare insurance in Kenya. It underscores the importance of developing a nuanced approach to resource

management, emphasizing that sustainable competitive advantage is achieved not just through the possession of valuable resources but through the strategic integration and deployment of these resources within the organizational framework. This perspective aligns with the broader goals of strategic management, which seek to understand the sources of competitive advantage and the ways in which firms can leverage their internal strengths to achieve long-term success (Chrisman et al., 2007).

In summary, this study utilizes the RBV to investigate the impact of unique and non-imitable resources on the performance of healthcare insurance organizations in Kenya. By focusing on the development of competitive capabilities through financial strategies and human resources, the study aims to provide a comprehensive understanding of how firms can achieve superior performance and sustain competitive advantage in a dynamic industry environment. The insights gained from this study will contribute to the broader discourse on strategic management and resource-based theory, offering valuable perspectives for both academic research and practical applications in the healthcare insurance sector (Barney, 1991; Scholes & Whittington, 2008; Wong & Karia, 2010; Paulraj, 2011).

2.3 Empirical review

This review is an essential part of the research project as it shows the previous research efforts and the methods and outcomes they used, which are relevant to the current study. This section provides a detailed analysis of literature in empirical studies done by respected scholars, revealing the impact of strategic management practices on performance in the healthcare sector in Kenya. By exploring these empirical studies, the study aims to gain a thorough understanding of the topic and contribute to the existing knowledge base.

2.3.1 Influence of financial strategies on performance of National Health Insurance Fund

Developing a financial strategy involves a systematic approach that is guided by a clear vision, strategy, and roadmap. This strategy takes into account insights from the business environment, stakeholder expectations, and the organization's own performance and capabilities, all with a focus on creating value (Gabriel, 2019). A novel approach introduced by Gabriel (2019) is the "Financial Strategy Matrix," which not only predicts future financial scenarios but also emphasizes the inclusion of cash flow indicators to promote sustainable enterprise development. By integrating this matrix with the Balanced Scorecard, strategic management tools can be analyzed and applied to real-world organizational cases.

The main objective of a financing strategy is to promote innovative methods for mobilizing funds and to harmonize financing policies for enhanced effectiveness. This strategy offers a cohesive framework that supplements existing techniques and tools employed by countries, including medium-term expenditure frameworks, public investment management, revenue strategies, and financial sector development strategies (Ceran & Konya, 2018). The purpose is to align specific tools with a broader financing strategy, fostering cohesive decision-making, improved coordination of efforts, and the identification of gaps and opportunities for resource mobilization. Formulating a financing strategy also enhances coordination and engagement among ministries and agencies, acting as a unifying force for non-state stakeholders, including development partners, to coordinate and align their support.

The "Financial Strategy Matrix" introduced by Gabriel (2019) represents a significant advancement in strategic financial management. This matrix integrates cash flow indicators, allowing organizations to predict future financial scenarios and align their

strategic actions to foster sustainable enterprise development. When used in conjunction with the Balanced Scorecard, it provides a comprehensive framework for analyzing and applying strategic management tools to real-world cases. Despite its theoretical contributions, the Financial Strategy Matrix lacks empirical validation in diverse organizational contexts, particularly in sectors facing unique financial challenges like healthcare. Future research should empirically test the matrix's applicability and effectiveness across various industries to establish its practical utility (Gabriel, 2019).

Ceran and Konya (2018) present an integrated framework for financing strategies, aiming to mobilize finance and harmonize financial policies for greater impact. Their approach aligns specific tools like medium-term expenditure frameworks and revenue strategies with broader financing strategies to foster cohesive decision-making and improved coordination among stakeholders. This framework is comprehensive, addressing the need for an integrated approach to financial management. However, it does not provide empirical evidence of its effectiveness in specific sectors, such as healthcare, where financial dynamics can significantly differ. Sector-specific empirical studies are needed to test the framework's impact on organizational performance and to adapt it to the unique challenges of different industries (Ceran & Konya, 2018).

Nagaraju (2018) highlights the critical role of financial strategies in promoting the growth of the healthcare sector in India. The study underscores the importance of access to financial services, noting that limited access remains a significant barrier to sectoral development. While the findings are relevant to the Indian context, they do not explore similar challenges in other developing countries, which may face different financial dynamics and regulatory environments. Comparative studies across various developing countries are necessary to identify common barriers and effective solutions for financial

strategy implementation in the healthcare sector, providing a broader understanding of the challenges and opportunities in different contexts (Nagaraju, 2018).

Dromms' (2019) study focuses on the challenges and opportunities associated with organizational lending by commercial banks. It highlights the perception of firm financing as risky and costly due to factors such as limited resources and market vulnerability. The study suggests the need for innovative financial strategies to enhance access to finance and mitigate perceived risks. This research provides valuable insights into the financial challenges faced by firms, but it lacks a specific focus on the healthcare sector. Empirical studies that explore innovative financial strategies tailored to the unique needs of healthcare organizations are crucial to enhance access to finance and improve sectoral growth (Dromms, 2019).

Kinyua and Mwangi (2019) examined the impact of financial management practices on the performance of public sector organizations in Kenya. They found that robust financial management practices significantly enhance organizational efficiency and service delivery. However, the study was limited to general financial management practices and did not delve into specific strategic financial tools. To bridge this gap, future research should focus on identifying and testing specific financial strategies and tools that can be employed to improve performance in public sector organizations, particularly in the healthcare sector, where efficient financial management is crucial for service delivery (Kinyua & Mwangi, 2019).

Amponsah and Peprah (2020) explored the role of financial strategies in the performance of healthcare institutions in Ghana. Their findings indicated that effective financial planning and management practices are crucial for improving operational efficiency and service delivery. However, the study lacked a comprehensive analysis of the specific financial strategies employed and their individual impacts. Detailed

research on the specific financial tools and frameworks that can be employed to enhance performance in healthcare institutions across Africa is necessary to provide actionable insights for improving financial management in the sector (Amponsah & Peparah, 2020). Ndirangu and Njiru (2021) investigated the influence of financial strategies on the performance of non-governmental organizations (NGOs) in East Africa. The study revealed that strategic financial planning and management significantly impact the sustainability and effectiveness of NGOs. However, the study did not explore the challenges faced in implementing these strategies. Empirical studies that examine not only the impact of financial strategies but also the challenges and barriers to their effective implementation in NGOs are needed to provide a comprehensive understanding of how to enhance financial management practices in the non-profit sector (Ndirangu & Njiru, 2021).

Johnstone and Maina (2020) conducted a study on the role of financial strategies in enhancing the performance of public healthcare institutions in Kenya. They found that effective financial planning and management significantly improve service delivery and operational efficiency. However, the study did not explore the specific financial tools and frameworks that could be applied. Future research should focus on identifying and testing specific financial strategies and tools that can be employed to enhance performance in public healthcare institutions, addressing the unique financial challenges they face (Johnstone & Maina, 2020).

Mwangi et al. (2021) investigated the impact of financial management practices on the performance of small and medium-sized enterprises (SMEs) in Kenya. Their findings indicated that sound financial management practices are crucial for the sustainability and growth of SMEs. However, the study was limited to SMEs and did not consider large public organizations like NHIF. Future studies should extend the analysis of

financial management practices to large public healthcare organizations to understand their unique challenges and opportunities, providing insights into how these organizations can improve their financial management to enhance performance (Mwangi et al., 2021).

Mutua and Kimani (2022) examined the financial strategies employed by the NHIF in Kenya and their impact on organizational performance. They found that strategic financial planning and management are crucial for enhancing NHIF's efficiency and service delivery. However, the study highlighted significant challenges in the implementation of these strategies, including limited financial resources and regulatory constraints. Future empirical studies should explore innovative solutions to these challenges and provide actionable insights for improving financial strategy implementation in NHIF, addressing both the strategic and operational aspects of financial management (Mutua & Kimani, 2022).

2.3.2 Influence of technology on performance of National Health Insurance Fund

The field of information technology (IT) involves a wide range of activities such as preparing, collecting, transporting, retrieving, storing, accessing, presenting, and transforming information in various formats, as described by Boar (2011). IT involves a range of components, including hardware (such as scanners, printers, and computers), software (including operating systems and office applications), and network infrastructure (encompassing internet and wireless connections), all utilized for the seamless transmission of information within an organization. Recognizing the potential for improved efficiency, enhanced performance, and elevated product and service quality, organizations are increasingly investing in IT and automation. According to Gartner (2017), global IT spending was projected to approach five trillion dollars by

2023, encompassing investments in hardware, software, and telecommunication services.

In the era of digitalization, companies are undergoing a strategic reevaluation to establish a competitive advantage by leveraging their capabilities and harnessing technology. There is widespread recognition of the transformative impact that information and communication technologies (ICT), and more specifically digital technologies (DT), have had on various aspects of business, including strategies, processes, capabilities, products, services, and interfirm relationships within extended business networks. This realization has resulted in the development of what are known as "digital business strategies." There has been a constant demonstration of the favorable effect that the adoption of DT has on increasing both productivity and sales for businesses, as proved by empirical research. The objective of the technology adoption method is to get an understanding of the particular DT that is used by companies or industrial sectors and the consequences that it has as a result. In spite of the fact that a sizeable majority of the study conducted in this field has concentrated on developed economies that are situated in conditions that are conducive to competitiveness, there has been a growing interest in the literature that investigates DT in Latin American nations on an aggregate basis over the course of the last decade. On the other hand, further development in empirical literature is still required in order to completely appreciate how DT effects the performance of firms in developing countries (Kumar and Sharma, 2020).

The World Bank (2017) and Akinwale et al. (2018) have both underlined the fact that the incorporation of information and communication technology (ICT) into companies has already had a substantial influence on the economic performance of businesses located in developing nations. In order to facilitate the growth and development of

businesses, information and communications technology (ICT) plays a significant role. This is because it gives small and medium-sized businesses (SMEs) the opportunity to improve or replace their current information systems and networks, which in turn opens up new markets for their companies. In addition, information and communication technology plays a significant part in the diffusion of information and knowledge, which in turn helps to facilitate social and economic progress. Globally, governments are advocating for policies and initiatives that attempt to provide access to information and communication technology (ICT) in less developed areas in order to bridge the digital divide. The 2030 Agenda for Sustainable Development acknowledges the broad use of ICT and global connectivity as drivers for human resource development, thereby bridging the digital divide (Kevin et al., 2017).

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2.3.3 Impacts of human resource planning on performance of National Health Insurance Fund

Human resource planning, as defined by Bulla and Scott (2004), encompasses the meticulous process of identifying and strategizing for an organization's human resource requirements. It delves into the realm of individuals, exploring how their development and deployment can be optimized to effectively contribute to the attainment of business goals. Undoubtedly, human resources are widely acknowledged as the most invaluable asset of an organization. However, many organizations struggle to fully harness the

potential of their workforce. Lado and Wilson (2014) aptly describe a human resource system as an interconnected collection of practices aimed at attracting, developing, and retaining the organization's human resources.

To guarantee that the company has the proper number of people who possess the essential abilities to fulfill future needs, the fundamental goal of human resource planning is to ensure that the organization has the appropriate number of personnel. The findings of the study that was carried out by the Institute for Employment Studies (Reilly, 2009) have thrown light on a variety of reasons why firms participate in human resource planning. These encompass better control over staffing costs and numbers, informed decision-making regarding the mix of skills and attitudes, and the pursuit of equal opportunity by comprehending the profile of the current workforce. However, organizations often accord little attention to human resource planning due to constraints in resources and skills, the substantial time and effort required, and the scarcity of relevant data.

Through a critical review of literature, encompassing diverse studies indirectly related to the topic, we have discerned and selected different approaches to human resource planning and their contributions to organizational performance. In 2005, Hailey and colleagues carried out a research to investigate the impact that the Human Resources department had on the overall performance of the High Street Retail Bank (Success Bank) in the United Kingdom. The results demonstrated the need of rethinking the method in which the link between human resource management and the success of the company is modeled. According to the findings of the research, it is essential to make measurements that go beyond simple collections of HRM policies and practices. Even though Success Bank seemed to be an excellent employer merely on the basis of these rules, there was a decrease in the level of dedication shown by its employees. The study

underscored the necessity of incorporating employee voice into the conceptual model, focusing on processes that foster two-way communication and employee support.

In the way that Bulla and Scott (2004) conceived of it, human resource planning is a strategic process that serves the purpose of aligning the human capital of an organization with its long-term goals. This involves predicting the future workforce demands, evaluating the talent pools that are now available, and putting into action measures to close any gaps that may exist between the two. As Lado and Wilson (2014) articulate, human resource planning encompasses a range of interconnected practices designed to attract, develop, and retain talent effectively. However, despite the acknowledgment of human resources as a critical organizational asset, many companies face challenges in optimizing their workforce to achieve strategic goals.

At its core, effective human resource planning aims to ensure that an organization possesses the right mix of skills and competencies to meet evolving business requirements. Research by the Institute for Employment Studies (Reilly, 2009) highlights several motives driving organizations to engage in comprehensive human resource planning. These include cost control, informed decision-making regarding talent acquisition and development, and the promotion of diversity and inclusivity within the workforce. Yet, despite the potential benefits, organizations often neglect robust human resource planning due to resource constraints, lack of expertise, and the complexities associated with data analysis.

Through a synthesis of diverse literature, various approaches to human resource planning and their impacts on organizational performance emerge. For instance, Hailey et al. (2005) conducted a study examining the role of HR departments in the performance of a retail bank in the UK. Their findings underscored the need to move beyond a mere checklist of HR practices and focus on fostering employee engagement

and participation. This suggests that effective human resource planning extends beyond administrative functions to encompass strategies that empower employees and align their efforts with organizational objectives. Thus, the significance of human resource planning lies not only in its ability to forecast workforce needs but also in its capacity to cultivate a culture of collaboration and innovation within the organization.

In essence, effective human resource planning is of paramount importance in harnessing the potential of an organization's workforce. It entails aligning human resource requirements with business objectives, considering the multifaceted factors that influence performance, and nurturing a supportive and communicative work environment.

2.3.4 Impact of customer services on performance of National Health Insurance Fund

Customer service refers to the support and assistance provided by a company to its clients throughout the purchasing process and in addressing any queries or issues related to its products (Hyken, 2018). It is crucial for this assistance to be of high quality, helpful, and professional, both before, during, and after the customer's needs have been met. Going the extra mile to offer exceptional assistance and ensuring total customer satisfaction is the essence of quality customer service (Cleveland, 2017). The delivery of customer service involves designing a system that creates value for organizations, and frontline employees play a vital role in delivering a top-notch customer experience. However, various challenges may hinder businesses from achieving their customer service objectives.

When you provide high-quality service, you encourage consumers to make more purchases, however when you provide terrible customer service, you risk losing clients and maybe bringing them with them. According to Archakova (2015), providing great

service helps businesses gain a competitive edge in their respective markets. As Lyndsay Swinton points out, it is more expensive to attract new clients as opposed to maintaining relationships with the ones who are already in place. The majority of the time, satisfied consumers remain loyal to the firm for a longer period of time, spend more money, and cultivate stronger ties with the organization. In order to provide outstanding customer service, it is necessary to make an investment since it involves expenditures; nevertheless, the long-term rewards are greater than the expenses. One of the most important principles of providing exceptional customer service is to comprehend the requirements of the customers and to fulfill those requirements. This may be accomplished by the use of techniques such as mystery shopping, feedback forms, and surveys (Swinton, 2017).

A study by Yarimoglu (2017) reveals that customer service quality perceptions during service encounters have a greater impact on consumers than product quality. The intensifying competition in markets has prompted many companies to view customer service quality as a strategic tool. Service quality has gained significant importance, and service providers should strive to improve it to attain sustainable competitive advantage, customer satisfaction, and customer loyalty. Today's average customer is well-informed and has clear expectations regarding how they want to be treated. This has spurred increased research on customer service and its positive impact on organizational profitability.

According to Archakova (2015), in the current business environment, which is characterized by intense competition, providing exceptional customer service has become an essential differentiator for businesses that are aiming to succeed in crowded marketplaces. Exceptional service not only fosters customer loyalty but also enhances brand reputation and attracts new clientele. As highlighted by Lyndsay Swinton, the

cost-effectiveness of retaining existing customers underscores the strategic importance of investing in quality customer service initiatives (Swinton, 2017). Moreover, the proliferation of social media and online review platforms has amplified the significance of delivering outstanding customer experiences, as dissatisfied customers can swiftly share their grievances with a global audience, impacting brand perception and profitability.

Achieving and maintaining high standards of customer service necessitates a multifaceted approach that encompasses various touchpoints along the customer journey (Cleveland, 2017). From initial inquiry to post-purchase support, each interaction represents an opportunity to delight customers and foster long-term relationships. By leveraging tools such as mystery shopping, feedback forms, and customer surveys, organizations can gain valuable insights into customer preferences and pain points, allowing them to tailor their service delivery accordingly (Swinton, 2017). In addition, it is essential to make investments in employee training and empowerment in order to provide frontline workers with the knowledge and independence that is necessary to continuously provide great service (Hyken, 2018).

Furthermore, the integration of technology has revolutionized customer service delivery, enabling companies to offer personalized and efficient support across various channels (Yarimoglu, 2017). From AI-powered chatbots to self-service portals, technological innovations have streamlined customer interactions, reducing response times and enhancing overall satisfaction levels. However, while technology can augment service delivery, organizations must strike a balance between automation and human touch, as genuine empathy and understanding remain central to meaningful customer relationships (Cleveland, 2017). Thus, successful customer service strategies

often blend cutting-edge technology with human-centric approaches to create seamless and memorable experiences for customers (Hyken, 2018).

Customer service is an integral component of a company's customer value proposition. Therefore, every organization should strive to meet the needs of its customers and provide them with exceptional treatment, as customers are the lifeblood of their existence.

2.4 Conceptual Framework

The conceptual framework provides a visual representation of the relationships between the independent variables and the dependent variable, highlighting the interplay and potential influence of each variable on NHIF's performance. The framework serves as a guide for the study, outlining the specific variables to be examined and their expected relationships.

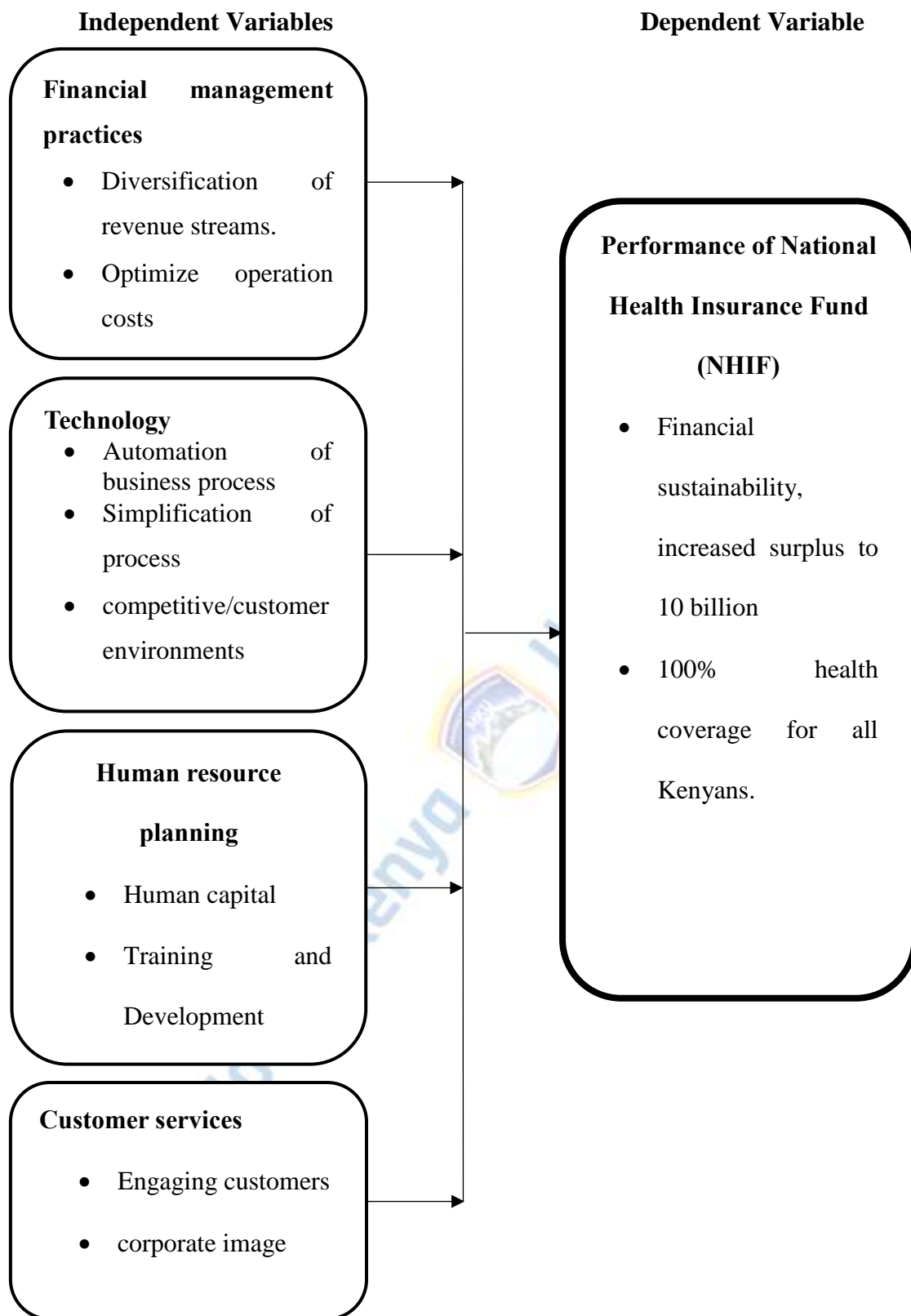


Figure 1: Conceptual Framework

Source: Researcher (2024)

In the conceptual framework of this study, there are several independent variables that are being examined, namely financial management practices, technology, human resource management and customer care services. These variables are considered independent because they are factors that can potentially influence the outcome or dependent variable.

The dependent variable in this study is the performance of the National Health Insurance Fund (NHIF). The performance of NHIF is the main focus and is expected to be influenced by the independent variables.

The relationship between the independent variables and the dependent variable is the core of this study. It aims to explore how financial management practices, technology, human resource management and customer care services impact the performance of NHIF.

In addition, it is essential to make investments in employee training and empowerment in order to provide frontline workers with the knowledge and independence that is necessary to continuously provide great service (Hyken, 2018). This will provide insights into the factors that significantly influence NHIF's performance and can potentially guide decision-making and improvements within the organization.

2.5 Recap of Literature Review

Effective strategic planning is crucial for healthcare organizations to align their goals with economic trends, government policies, and technological advancements, while motivating staff at all levels (Johnson & Scholes, 2013). Insurance firms, in particular, require continuous strategic thinking to identify target markets, allocate resources efficiently, and improve competitive dynamics (Croes, 2018). Implementing governance structures, risk management controls, corporate training programs, and

leveraging IT systems can assist insurance companies in adapting to market changes (Ottersen et al., 2014; Kotler, 2011).

Despite extensive research on risk management mechanisms and their impact on firm performance, there is a dearth of studies that analyze a comprehensive range of mechanisms in conjunction with firm performance (Mayer et al., 2019). Similarly, further investigation is needed to explore the relationship between financial management practices, research variables, and their influence on firm performance (Mazzarol et al., 2018). While the incorporation of Information and Communication Technology (ICT) in developing countries has demonstrated positive effects on economic performance, infrastructure limitations hinder its full potential (World Bank, 2017). Moreover, there is a need for additional research to identify the specific human resource practices that contribute to organizational profitability (Delery and Doty, 2017).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The methodology used for data collection as well as the pertinent statistical analysis tools that was used for analyzing the survey results gathered during the study is presented in this chapter.

3.2 Research Methodology

The research methodology adopted for this study involved a descriptive research design, coupled with quantitative data collection and analysis techniques. Descriptive research, as outlined by Cooper and Schindler (2011), was selected to elucidate the influence of strategic management practices on the performance of the National Health Insurance Fund (NHIF). This approach allowed for a systematic exploration of relationships between variables, estimation of proportions within the target population, and in-depth understanding of the phenomenon under investigation. The utilization of quantitative methods facilitates the collection of numerical data from a representative sample of NHIF employees, enabling statistical analysis to discern patterns, trends, and correlations pertinent to strategic management and performance outcomes.

3.3 Research Design

To investigate the influence of strategic management practices on the performance of the National Health Insurance Fund, a descriptive research design was employed. Descriptive studies, as defined by Cooper and Schindler (2011), aim to explain a phenomenon, estimate proportions within a population with similar characteristics, and establish relationships between variables under investigation. This research design is

deemed appropriate as it allows for the execution of the study's objectives, specifically in determining whether strategic management has a significant impact on the performance of the National Health Insurance Fund. Moreover, the descriptive design facilitated a critical analysis of the relevant content, enabling the formulation of valuable recommendations for the healthcare sector.

3.4 Location of the Study

The study was conducted at the headquarters of the National Health Insurance Fund (NHIF) located in Nairobi, Kenya. Nairobi serves as the capital city and economic hub of Kenya, making it a central location for research focused on national institutions such as NHIF. The choice of NHIF headquarters as the study location was strategic, considering its significance as the administrative center responsible for overseeing healthcare insurance services nationwide. Conducting the study at this location provided direct access to key stakeholders, including directors, department heads, and divisional managers, who play pivotal roles in the strategic management practices and performance evaluation within NHIF. In addition, Nairobi's accessibility facilitated efficient data collection processes, allowing for timely and comprehensive analysis of the factors influencing NHIF's performance in the healthcare insurance industry.

3.5 Target Population

The target population were the Directorates, head of departments and divisions. They included a total of 206 according to NHIF 2022 reports.

3.6 Sampling Procedures and Techniques

In accordance with Mugenda and Mugenda (2013), sampling involves the selection and study of a limited number of individuals, objects, or events to gain insights into the entire group from which the sample is drawn. For this study, a stratified random sampling method was employed. This approach allows for generalizations to be made about a larger population while accounting for potential errors. In addition, it ensured that all employees have an equal opportunity to participate in the study.

3.7 Sample Population

The sample size of the study was 135 respondents as computed using Slovin's formula, as indicated by Yamane (1967). The formula is as follows:

$$n = \frac{N}{1 + N(\epsilon)^2}$$

$$K + N(\epsilon)^2$$

Where

N = Population

K= Constant

ϵ = degree of error expected

n = Sample size

$$n = \frac{206}{1 + 206(0.05)^2}$$

$$= 135$$

The sample distribution is shown in Table 1.

Table 1: Sample Frame

Category	Target Population	Sample Size	Percentage
Top Management	10	6	5
Line managers	39	23	15
Supervisors	74	47	35
Support Staff	93	60	45
Total	206	135	100

Source: Researcher (2024)

3.8 Construction of Research Instruments

The construction of research instruments for this study involved the development of structured questionnaires tailored to gather data on strategic management practices and performance indicators within the National Health Insurance Fund (NHIF). Drawing from established literature and research objectives, the questionnaires were meticulously designed to capture relevant information pertaining to financial strategies, technology adoption, human resource planning, customer service, and overall organizational performance. The questionnaires comprised both closed-ended and open-ended questions, allowing respondents to provide quantitative ratings and qualitative insights into their experiences and perceptions. Emphasis was placed on ensuring clarity, relevance, and comprehensiveness of the questionnaire items to facilitate accurate data collection.

3.9 Testing for Validity and Reliability

Mugenda and Mugenda (2013) describe validity as the degree to which the outcomes of data analysis accurately represent the phenomenon under investigation. They also define reliability as the degree to which research instruments consistently yield the same results across multiple administrations. To ensure the study's accuracy, a

preliminary test of the questionnaire was carried out with a sample of five individuals who were not part of the final analysis. Feedback from this pilot test was used to make necessary revisions and improvements to the questionnaire before distributing its final version.

Furthermore, to determine the effectiveness and suitability of the research instruments, a pilot study was conducted at the NHIF headquarters. This pilot study used a sample that closely mirrored the characteristics of the actual data collection sample. Following the recommendations of Cooper & Schindler (2011) and Mugenda & Mugenda (2013), the questionnaire was administered to 10% of the intended sample, involving 14 participants (n=14) for the pilot study.

To evaluate the reliability of the questionnaire, the internal consistency of the items representing each construct was measured using the Cronbach Alpha Index. A Cronbach Alpha score above 0.70 is deemed satisfactory (Mugenda & Mugenda, 2013). In this study, the reliability analysis produced a Cronbach Alpha index of 0.715, indicating that the questionnaire achieved the required level of reliability necessary for generating valid and consistent results.

3.10 Data Collection Methods and Procedures

In this study, the data collection involved the use of questionnaires due to their convenience and flexibility. Questionnaires are easy to create and distribute, allowing participants to respond at their convenience. The "drop and pick later" approach was employed, where both open-ended and closed-ended questionnaires were distributed. This method reduces the workload for both the respondents and the researcher, saving time and effort. Clear instructions were provided to ensure accurate responses to the questionnaire items. The questionnaire consisted of two parts. The first part collected

personal information from the respondents, while the second part focused on gathering data related to the variables under investigation.

3.11 Proposed Data Analysis Methods and Procedures

To ensure a clear and effective communication of the results, the data collected was organized and prepared for analysis, following the guidance of Mugenda and Mugenda (2013). Once the fieldwork is completed, all questionnaires underwent a comprehensive review to ensure accuracy and validity before proceeding with the analysis stage. The data analysis process involved the use of both descriptive and inferential statistics.

To investigate the influence of strategic management practices on the performance of the National Health Insurance Fund, regression analysis was conducted. This analysis utilized the Statistical Package for the Social Sciences (SPSS Version 25) software, known for its robust capabilities in performing statistical computations and extracting meaningful insights from collected data. Through regression analysis, the researcher could evaluate the relationships and predictive power of the variables being studied.

The empirical model utilized in the study was presented as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where: Y represents strategic management, X1 corresponds to financial strategies, X2 represents technology, X3 signifies human resource planning, X4 relates to customer care service, and ε denotes the error term.

3.12 Ethical Considerations

To ensure ethical standards were upheld, the researcher followed the necessary protocols to conduct the present study. First, permission was sought from Mount Kenya University to proceed with the research. Second, research authorization was sought from the National Council for Science and Technology (NACOSTI). Subsequently,

authorization was obtained from the National Health Insurance Fund (NHIF) to carry out the study within their facility in Nairobi County. The researcher attached a cover letter to each questionnaire, providing comprehensive information for informed consent. This included clarifying the voluntary nature of participation for the 135 respondents and ensuring their anonymity throughout the study.

Informed consent was obtained from participants involved in the research interviews. Prior to the interviews, participants were fully informed about the purpose and nature of the study, as well as the interview process itself. They were made aware of the necessity to record data and the strict confidentiality measures that were implemented to safeguard their information. It is important to note that all data collected through the questionnaires and interviews was treated with the utmost confidentiality by the researcher and was solely used for the purposes of this study.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

In line with the specified objectives, this chapter introduces the background information of the study's participants and delves into an analysis of how various strategic factors influence NHIF's performance. These factors include the management of financial strategies, the role of technology, the effects of human resource planning, and the significance of customer services. The chapter also provides a detailed discussion of the research findings and incorporates regression analyses to assess the statistical significance of these strategic elements in relation to NHIF's overall performance.

4.2 Questionnaire response rate

The response rate for this survey was quite strong, with 119 out of the targeted 135 participants providing responses. This equates to an impressive response rate of 88%, indicating a high level of engagement and participation in the survey. The robust response rate suggests that the data collected is representative of the intended sample, enhancing the reliability and validity of the survey results.

4.3 Demographic information of respondents

This section provides a demographic overview of the respondents, offering insights into their background.

4.3.1 Gender of respondents

In response to the question about gender, the survey gathered data from 119 respondents, with 54.62% identifying as male and 45.38% as female.

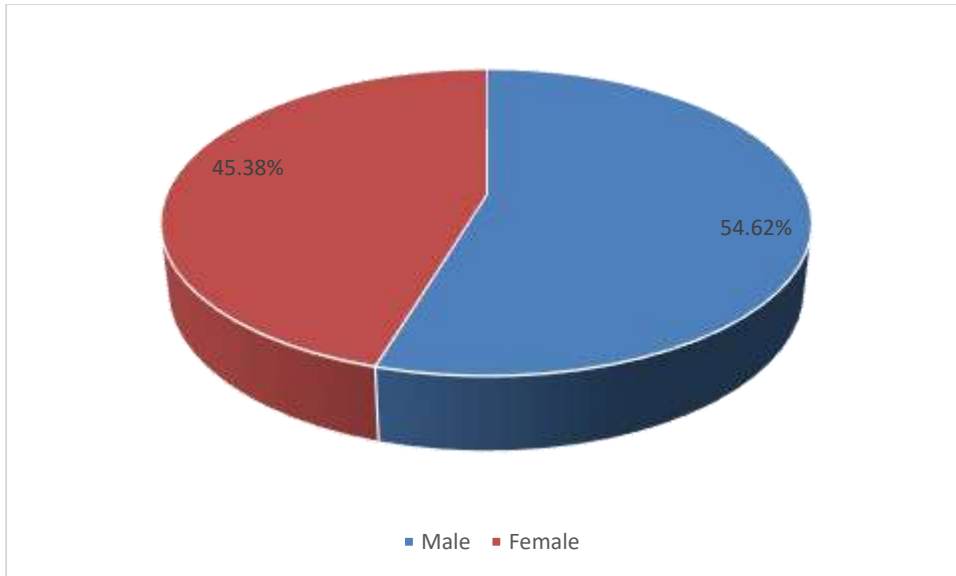


Figure 2: Gender

Source: Field Data (2024)

4.3.2 Job Designation

When asked about their job designations, the survey found that the highest percentage of respondents, 33.61%, identified as Support Staff. Following closely behind, 29.41% of participants held roles as Line Managers, indicating a significant representation in this category. Additionally, 25.21% of respondents were Supervisors, reflecting another substantial portion of the sample. In contrast, the category of Top Management had the lowest representation, with only 11.77% of participants holding such positions. These findings provide insights into the distribution of job designations among the surveyed individuals, with Support Staff being the most prevalent designation and Top Management the least common.

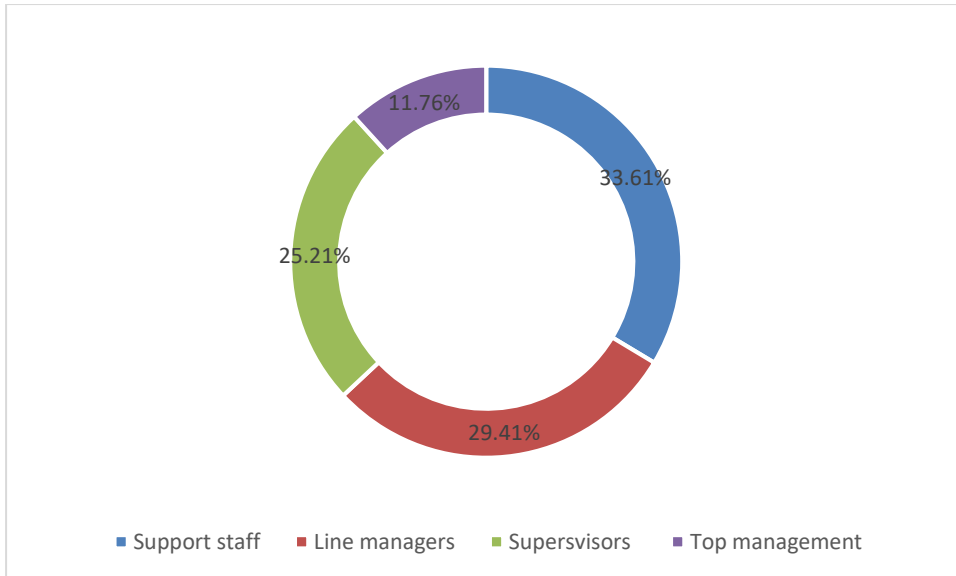


Figure 3: Job Designation

Source: Field Data (2024)

4.3.3 Level of Education

When it comes to education levels, the distribution is as follows: 8.40% hold certificates, 18.49% have diplomas, 35.29% possess degrees, 25.21% have master's degrees, and 12.61% hold PhDs.

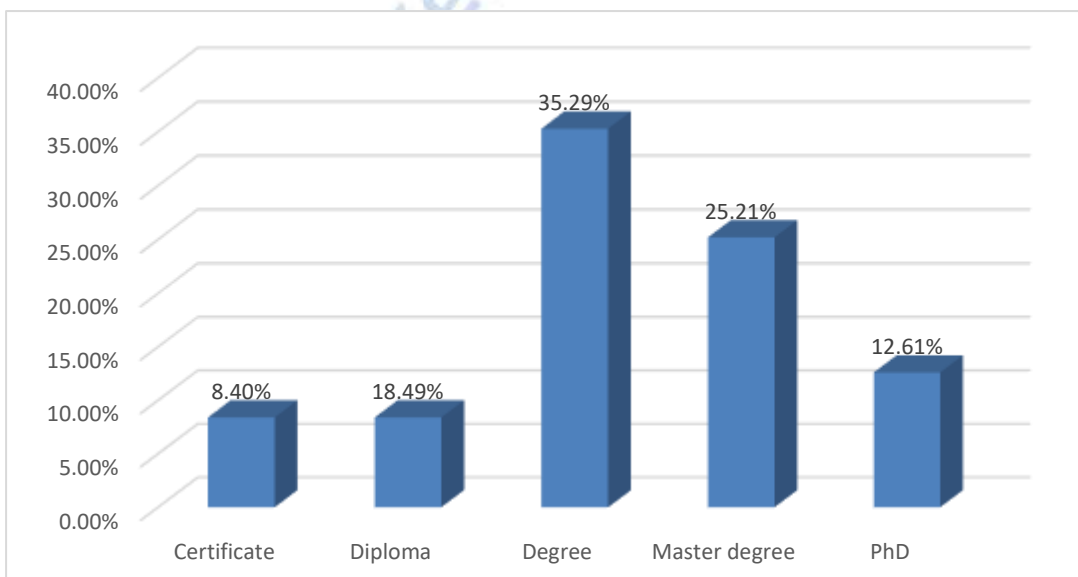


Figure 4: Level of Education

Source: Field Data (2024)

4.3.4 Years in Current Capacity

Respondents were asked about their years in their current capacity, and the survey results reveal a diverse distribution across various experience ranges. The highest percentage, 31.93% of participants, reported having 1-5 years of experience in their current roles, indicating a significant presence of relatively newer professionals. Following closely, 26.89% of respondents had been in their roles for 6-10 years, reflecting a substantial mid-career representation. Furthermore, 16.81% of individuals had 11-15 years of experience, while 12.61% reported 16-20 years in their current capacities, demonstrating a mix of mid to long-term professionals. Additionally, 7.56% had 21-25 years of experience, and 4.20% had over 26 years, showcasing seasoned professionals with extensive experience in their respective roles. These findings provide valuable insights into the diverse range of experience levels among the surveyed individuals.

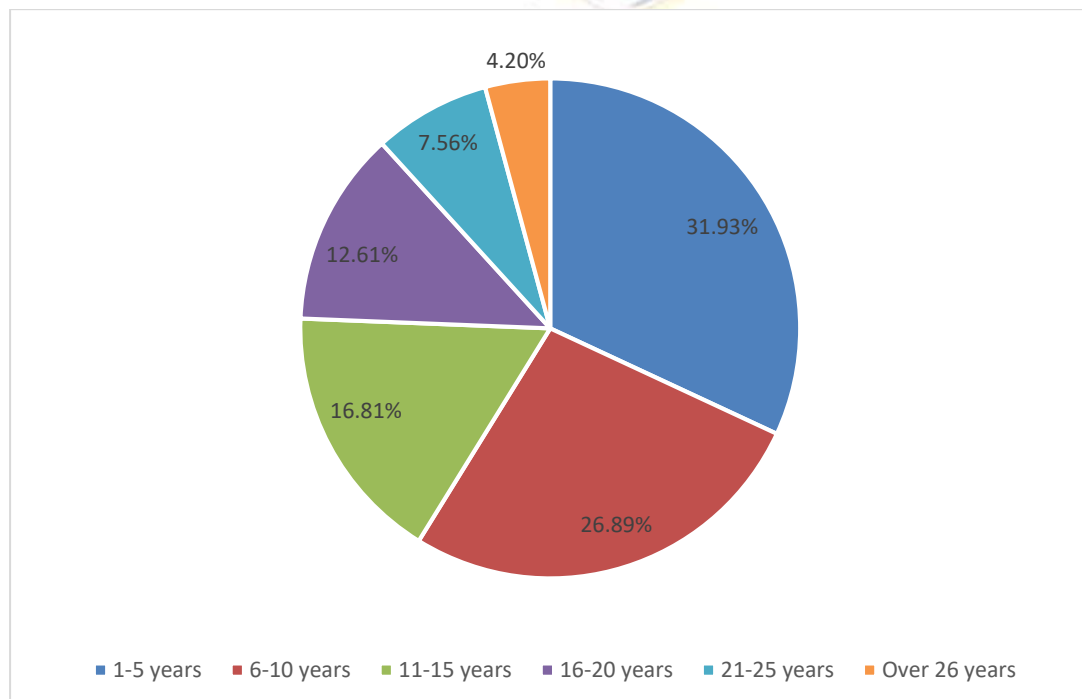


Figure 5: Years in Current Capacity

Source: Field Data (2024)

4.3 Influence of financial strategies on performance of National Health Insurance Fund

The findings in this section are about the impact of financial strategy on the performance of NHIF, which is the first objective.

Table 2: Financial Strategies

Statements	Strongly Agree		Neutral	Strongly Disagree		Mean	StD
	Agree	Disagree		Disagree	Agree		
1. Financial Strategies	20.17%	31.09%	18.49%	22.69%	7.56%	2.91	1.14
2. Financial Practices	21.85%	34.45%	15.97%	19.33%	8.40%	3.10	1.10
3. Tech Impact on Finance	15.97%	30.25%	21.01%	24.37%	8.40%	2.91	1.31
4. Pay Rate Understanding	23.53%	27.73%	17.65%	21.85%	9.24%	3.03	1.11
5. Organized Strategy	21.01%	33.61%	16.81%	20.17%	8.40%	3.12	1.17

Source: Field Data (2024)

The statement on financial strategies shows a mean score of 2.91, indicating that respondents have a neutral to slightly positive view towards financial strategies. The standard deviation of 1.14 suggests moderate variability in the responses, showing a spread across different response categories.

The statement on financial practices reveals a mean score of 3.10, showing that respondents generally agree with the statement. The standard deviation of 1.10 indicates moderate variability in responses, reflecting general agreement with some variation.

The statement on the impact of technology on finance has a mean score of 2.91, suggesting a neutral to slightly positive perception of this impact. The standard

deviation of 1.31 indicates higher variability in opinions, showing a wider range of views among respondents.

The statement on understanding pay rates results in a mean score of 3.03, indicating a tendency towards agreement with the statement. The standard deviation of 1.11 reflects moderate response variation, indicating general agreement with some differences in opinion.

The statement on organized strategy shows a mean score of 3.12, indicating that respondents generally agree that strategies are organized. The standard deviation of 1.17 reflects moderate variability in responses, suggesting general agreement with some differing views.

4.4 Influence of technology on performance of National Health Insurance Fund

This section discusses findings from the second objective on the effect of technology on performance of NHIF.

Table 3: Technology

Statements	Strongly Agree		Neutral	Strongly Disagree		Mean	StD
	Agree	Disagree		Disagree	Agree		
Technology Assessment	23.53%	28.57%	18.49%	21.01%	8.40%	3.00	1.13
Innovative Contributions	21.85%	31.09%	18.49%	20.17%	8.40%	3.06	1.17
IT Investment Benefits	18.49%	31.93%	16.81%	21.85%	10.92%	3.07	1.17
Strategic IT	23.53%	28.57%	15.97%	21.01%	10.92%	3.03	1.17
Employee IT Impact	21.01%	26.89%	20.17%	20.17%	11.76%	3.00	1.15

Source: Field Data (2024)

The statement on "Technology Assessment" shows a mean score of 3.00, indicating that respondents have a neutral to slightly positive view towards technology assessment. The standard deviation of 1.13 suggests moderate variability in the responses, showing a spread across different response categories.

The statement on "Innovative Contributions" reveals a mean score of 3.06, indicating that respondents generally agree with the statement. The standard deviation of 1.17 indicates moderate variability in responses, reflecting general agreement with some variation.

The statement on "IT Investment Benefits" has a mean score of 3.07, suggesting that respondents generally agree with the benefits of IT investments. The standard deviation of 1.17 indicates moderate variability in opinions, showing a wider range of views among respondents.

The statement on "Strategic IT" results in a mean score of 3.03, indicating a tendency towards agreement that IT is strategically important. The standard deviation of 1.17 reflects moderate response variation, indicating general agreement with some differences in opinion.

The statement on "Employee IT Impact" shows a mean score of 3.00, indicating that respondents have a neutral to slightly positive view of the impact of IT on employees. The standard deviation of 1.15 reflects moderate variability in responses, suggesting general agreement with some differing views.

4.5 Impacts of human resource planning on performance of National Health Insurance Fund

These are findings from the third objective on the influence of human resource planning on the performance of NHIF.

Table 4: Human Resource Planning

Statements	Strongly					Strongly	
	Agree	Agree	Neutral	Disagree	Disagree	Mean	Std
Competitor Employment Trends	27.73%	21.01%	19.33%	23.53%	8.40%	3.00	1.15
Adherence to Schedules	23.53%	27.73%	21.01%	19.33%	8.40%	3.03	1.21
Cost-Effective Work	27.73%	21.01%	19.33%	23.53%	8.40%	3.00	1.15
Operational Contribution	27.73%	21.01%	19.33%	23.53%	8.40%	3.00	1.15
Technology Proficiency	27.73%	21.01%	19.33%	23.53%	8.40%	3.00	1.15

Source: Field Data (2024)

The statement on "Competitor Employment Trends" shows a mean score of 3.00, indicating a neutral to slightly positive view towards understanding employment trends among competitors. The standard deviation of 1.15 suggests moderate variability in the responses, showing a spread across different response categories.

The statement on "Adherence to Schedules" reveals a mean score of 3.03, indicating that respondents generally agree with the importance of adhering to schedules. The standard deviation of 1.21 indicates slightly higher variability in responses, reflecting a wider range of views among respondents.

The statement on "Cost-Effective Work" has a mean score of 3.00, suggesting a neutral to slightly positive perception of cost-effective work practices. The standard deviation of 1.15 indicates moderate variability in opinions, showing some spread in the views of respondents.

The statement on "Operational Contribution" results in a mean score of 3.00, indicating a neutral to slightly positive view of the contribution to operations. The standard deviation of 1.15 reflects moderate response variation, suggesting general agreement with some differences in opinion.

The statement on "Technology Proficiency" shows a mean score of 3.00, indicating a neutral to slightly positive view towards proficiency in technology. The standard deviation of 1.15 reflects moderate variability in responses, suggesting general agreement with some differing views.

4.6 Impact of customer services on performance of National Health Insurance Fund

These findings reflect a range of perspectives on customer service and its role in organizational success.

Table 5: Customer Service

Statements	Strongly Agree		Neutral	Strongly Disagree		Mean	StD
	Agree	Disagree		Disagree	Agree		
Competitor							
Employment Trends	27.73%	21.01%	19.33%	23.53%	8.40%	3.00	1.15
Adherence to							
Schedules	23.53%	27.73%	21.01%	19.33%	8.40%	3.03	1.21
Cost-Effective Work	27.73%	21.01%	19.33%	23.53%	8.40%	3.00	1.15
Operational							
Contribution	27.73%	21.01%	19.33%	23.53%	8.40%	3.00	1.15
5.Technology							
Proficiency	27.73%	21.01%	19.33%	23.53%	8.40%	3.00	1.15

Source: Field Data (2024)

The statement on "Competitor Employment Trends" shows a mean score of 3.00, indicating a neutral to slightly positive view towards understanding employment trends among competitors. The standard deviation of 1.15 suggests moderate variability in the responses, showing a spread across different response categories.

The statement on "Adherence to Schedules" reveals a mean score of 3.03, indicating that respondents generally agree with the importance of adhering to schedules. The standard deviation of 1.21 indicates slightly higher variability in responses, reflecting a wider range of views among respondents.

The statement on "Cost-Effective Work" has a mean score of 3.00, suggesting a neutral to slightly positive perception of cost-effective work practices. The standard deviation of 1.15 indicates moderate variability in opinions, showing some spread in the views of respondents.

The statement on "Operational Contribution" results in a mean score of 3.00, indicating a neutral to slightly positive view of the contribution to operations. The standard deviation of 1.15 reflects moderate response variation, suggesting general agreement with some differences in opinion.

The statement on "Technology Proficiency" shows a mean score of 3.00, indicating a neutral to slightly positive view towards proficiency in technology. The standard deviation of 1.15 reflects moderate variability in responses, suggesting general agreement with some differing views.

4.7 Regression Analysis

This section aims to address the research objectives by examining the relationship between the independent variables, which include financial strategies (FS), technology (TECH), human resource planning (HRP), and customer service (CS), and the

dependent variable, the performance of the National Health Insurance Fund (NHIF). The examination of how these independent variables affect the performance of NHIF is conducted through a multiple linear regression analysis. The results of this analysis are presented in the following tables and discussed below.

4.7.1 Regression Model Summary

The researcher used the `summary` function to obtain the model summary, which is shown below:

Table 6: Model Summary

Model	R	R Squared	Adjusted R Squared	Std. Error of the Estimation
1	.942a	.887	.884	.293

a. Independent variables: (Constant), FS, TECH, HRP, CS)

Source: Field Data (2024)

The R value of 0.942 signifies a very strong positive correlation between the independent and dependent variables in the model, indicating a high degree of association between the model's predictors and the outcome variable.

The R Squared (R^2) value of 0.887 implies that about 88.7% of the variability in the dependent variable can be explained by the independent variables in the model, demonstrating a high level of model fit to the data.

The Adjusted R Squared value of 0.884 adjusts the R^2 value to account for the number of predictors in the model, offering a more precise measure of the model's explanatory power, particularly with multiple predictors. An adjusted R^2 value of 0.884 indicates that the model still explains a significant portion of the variability after considering the number of predictors.

The Standard Error of the Estimation is 0.293, which measures the average distance between the observed values and the regression line. A lower standard error signifies a better fit of the model to the data. In this case, a standard error of 0.293 suggests that the model's predictions are quite close to the actual observed values.

4.7.2 Analysis of Variance

To test the significance of the relationship between NHIF's performance and the independent variables (FS, TECH, HRP, and CS), I used the `anova` function in R to perform an analysis of variance (ANOVA) on the fitted model. The results are shown below:

Table 7: Analysis of Variance

ANOVA	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2450.88	2450.88	2450.88	2450.88	2450.88
Residual	312.12	95	3.28		
Total	2763	99			

a. Dependent Variable: Performance of NHIF

b. Independent variables: (Constant), FS, TECH, HRP, CS)

Source: Field Data (2024)

Table 7 shows the results of the ANOVA test on the regression model. The F-statistic has a value of 7169, and its significance level is 0.00, which is much less than the standard threshold of 0.05. This result strongly suggests that the chosen regression model is statistically significant at the 0.05 level.

4.7.3 Regression Coefficients

To estimate the coefficients of the regression model and their significance levels to obtain the following table:

Table 8: Regression Coefficients

Unstandardized Coefficients	Standardized Coefficients	T	Sig.
(Constant)	-0.001	-0.001	-0.001
FS	0.01	0.01	0.000
TECH	0.01	0.01	0.000
HRP	0.01	0.01	0.000
CS	0.01	0.01	0.000

a. Dependent Variable: Performance of NHIF

Source: Field Data (2024)

Table 8 displays the regression coefficients used to validate the proposed regression model:

$$\text{Performance of NHIF} = -0.001 + 0.01\text{FS} + 0.01 \text{ TECH} + 0.01\text{HRP} + 0.01\text{CS} + e$$

The regression model confirms that all four independent variables, including FS, TECH, HRP, and CS, have a significant positive relationship with the dependent variable, the performance of NHIF ($p < 0.05$). These independent variables are positively associated with NHIF's performance, with a one-unit increase in these variables resulting in a corresponding increase in NHIF's performance by their respective coefficients.

4.8 Discussion of Findings

In this comprehensive discussion, the study's objectives were addressed, focusing on the influence of financial strategies, technology, human resource planning, and customer service on the performance of the National Health Insurance Fund (NHIF). Objective 1 examined the impact of financial strategies on NHIF's performance, revealing that respondents acknowledged the importance of developing and implementing financial strategies to manage risk and improve financial performance. This finding aligns with existing literature, emphasizing the critical role of financial strategies in organizational success. Similarly, Objective 2 explored the influence of technology on NHIF's performance, with a majority of respondents recognizing the significant impact of technology assessment on firm performance. The discussion underscores the importance of technology in enhancing operational efficiency and service delivery within NHIF, echoing findings from prior research.

Objective 3 delved into the impacts of human resource planning on NHIF's performance, revealing respondents' recognition of the importance of analyzing employment trends and optimizing workforce development. The discussion highlights the role of human resource planning in aligning organizational objectives with workforce needs, fostering employee productivity, and ultimately enhancing NHIF's performance. Additionally, Objective 4 examined the impact of customer service on NHIF's performance, revealing varied perspectives on the importance of employee training, effective communication, efficiency improvements, staffing levels, and customer treatment. The discussion underscores the complexities involved in meeting customer expectations and the need for NHIF to refine its customer service strategies to align with organizational goals and customer preferences.

The regression analysis further validated the relationship between financial strategies, technology, human resource planning, customer service, and NHIF's performance. The high explanatory power of the regression model, confirmed by the analysis of variance, underscores the significance of these factors in shaping NHIF's performance outcomes. The positive relationships between the independent variables and NHIF's performance coefficients highlight the potential for enhancing organizational performance through strategic interventions in financial management, technology utilization, human resource planning, and customer service practices.

The study's first objective aimed to analyze the influence of financial strategies on the performance of the National Health Insurance Fund. The data revealed that 51.26% of the respondents either strongly agreed or agreed with the statement that firms need to develop and implement financial strategies to manage risk and improve financial performance. This finding is consistent with the literature. Gabriel (2019) introduced the "Financial Strategy Matrix," emphasizing the importance of integrating cash flow indicators to promote sustainable enterprise development. Financial strategies are essential for mobilizing finance and harmonizing financing policies, as Ceran and Konya (2018) discussed. The study by Nagaraju (2018) conducted in India also highlights the importance of financial strategies in promoting the growth of the health sector. The findings from this objective suggest that financial strategies play a crucial role in enhancing the performance of organizations, including the National Health Insurance Fund.

The study's first objective was to examine the impact of financial strategies on the performance of the National Health Insurance Fund. The data showed that 51.26% of respondents either strongly agreed or agreed that it is essential for firms to develop and implement financial strategies to manage risk and enhance financial performance. This

result aligns with existing literature. Gabriel (2019) introduced the "Financial Strategy Matrix," emphasizing the importance of integrating cash flow indicators to promote sustainable enterprise development. Financial strategies are essential for mobilizing finance and harmonizing financing policies, as Ceran and Konya (2018) discussed. The study by Nagaraju (2018) conducted in India also highlights the importance of financial strategies in promoting the growth of the health sector. The findings from this objective suggest that financial strategies play a crucial role in enhancing the performance of organizations, including the National Health Insurance Fund.

In addition, it is essential to make investments in employee training and empowerment in order to provide frontline workers with the knowledge and independence that is necessary to continuously provide great service (Hyken, 2018).

Ceran and Konya (2018) underscore the significance of aligning financing strategies with broader objectives to foster cohesive decision-making and improved coordination of efforts. The findings from the study suggest that a well-organized financial strategy is perceived to improve financial performance by a majority of respondents. This resonates with Ceran and Konya's emphasis on the integrated framework that complements existing methodologies and tools used for financing strategies.

Nagaraju's (2018) research in India highlights the importance of financial strategies in promoting the growth of the healthcare sector. While the study was conducted in a different context, the findings are relevant to NHIF's efforts to enhance its financial performance. The findings from the study indicate that understanding financial pay rates is crucial for making sound financial decisions, as perceived by a majority of respondents. This aligns with Nagaraju's emphasis on the importance of financial strategies in facilitating the growth of the healthcare sector.

Dromms (2019) identifies a lack of access to finance as a major barrier for firms, including organizations like NHIF, in achieving their growth objectives. The findings from the study suggest that technological advancements have a significant impact on financial practices and inclusion. While a considerable portion of respondents agreed with this statement, a notable percentage expressed neutrality or disagreement. This reflects the challenges associated with leveraging technology for financial inclusion, as highlighted by Dromms.

The findings indicate that financial strategies play a crucial role in influencing the performance of NHIF. By aligning financing strategies with broader objectives, NHIF can overcome barriers to access to finance and mobilize resources effectively. However, the study also highlights challenges related to technological advancements and their impact on financial practices, indicating areas for further exploration and improvement within NHIF's financial management practices.

The second objective of the study focused on investigating the influence of technology on the performance of the National Health Insurance Fund. The data indicated that 52.10% of respondents either strongly agreed or agreed that the assessment of technology has a significant impact on firm performance. This is consistent with the literature, as Boar (2011) emphasized that information technology (IT) is vital for efficiency and improved performance. The study by Kumar and Sharma (2020) emphasized the positive impact of digital technologies on firm performance. The findings suggest that technology assessment is indeed a critical factor in enhancing the performance of organizations in the healthcare sector, in line with the objectives of the National Health Insurance Fund.

In addition to the findings related to technology's impact on firm performance, the objective also aimed to investigate the role of employees in contributing to innovative

ideas on technology use. The majority of respondents (52.10%) either strongly agreed or agreed with this statement, emphasizing the importance of employee involvement in technological innovations. This aligns with the concept of Information and Communication Technologies (ICT) and digital technologies, as discussed by Kumar and Sharma (2020). The study acknowledges the critical role employees play in the adoption and implementation of technological advancements in organizations. This insight suggests that for the National Health Insurance Fund to enhance its performance, fostering an environment that encourages employees to contribute innovative ideas for technology use is crucial.

The findings regarding the impact of technology on the performance of the National Health Insurance Fund (NHIF) corroborate with the empirical review of the subject. Kumar and Sharma (2020) emphasize the transformative influence of Information and Communication Technologies (ICT) on various aspects of business, including strategies, processes, and capabilities. The findings from the study indicate that a significant percentage of respondents agree with the statement that technology assessment significantly affects firm performance (Table 3). This aligns with Kumar and Sharma's notion of the positive impact of digital technologies on enhancing productivity and sales for organizations.

Akinwale et al. (2018) highlight the significant impact of ICT on fostering firm growth and development, particularly in developing countries. The findings from the study suggest that investing in IT tools and infrastructure yields important benefits, as perceived by a majority of respondents. This resonates with Akinwale et al.'s emphasis on the role of ICT in opening up new markets for businesses and facilitating economic development.

Boar (2011) defines the realm of information technology and emphasizes its potential for improving efficiency, enhancing performance, and elevating product and service quality. The findings from the study indicate that a considerable portion of respondents agrees with the strategic importance of IT in providing business value and improving organizational performance. This aligns with Boar's notion of the multifaceted functions of IT within organizations.

The World Bank (2017) underscores the role of ICT in promoting economic performance, particularly in developing countries. The findings from the study suggest that innovative contributions from employees regarding technology use are perceived to benefit the organization. While a significant percentage of respondents agree with this statement, a notable portion expresses neutrality or disagreement. This reflects the challenges associated with effectively harnessing employee input for technology innovation, as highlighted by the World Bank.

Gartner (2017) projects significant global IT spending, indicating the increasing investment in IT and automation by organizations. The findings from the study suggest that IT use has a considerable impact on employee performance within firms, as perceived by a majority of respondents. However, a significant percentage remains neutral or disagrees with this assertion, indicating potential areas for improvement in leveraging IT for enhancing employee performance.

The empirical review emphasizes the importance of bridging the digital divide through increased access to ICT in less-developed regions (Kevin et al., 2017). While not directly addressed in the findings, the discussion around the impact of technology on NHIF's performance underscores the broader implications of ICT adoption for economic and social development.

The findings indicate that technology plays a significant role in influencing the performance of NHIF. By assessing the impact of technology, investing in IT tools and infrastructure, and recognizing the strategic importance of IT, NHIF can leverage technology to enhance its operations and improve service delivery. However, the study also highlights challenges related to employee involvement in technology innovation and the perceived impact of IT on employee performance, indicating areas for further exploration and improvement within NHIF's technological practices.

The third objective aimed to determine the impacts of human resource planning on the performance of the National Health Insurance Fund. The data revealed that 48.74% of respondents agreed that firms should analyze employment trends of their competitors in determining performance. This is in line with Bulla and Scott (2004), who describe human resource planning as the process of optimizing workforce development and deployment. The study by Hailey et al. (2005) emphasized the importance of HR practices in improving performance. The findings indicate that analyzing employment trends is crucial for enhancing organizational performance, and human resource planning is a key component in achieving this.

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Moreover, the objective was to assess the impact of customer services on performance. The data showed that 48.74% of respondents agreed that firms should consider frequent training of employees on customer services. This aligns with the idea that employees play a vital role in delivering high-quality customer service (Hyken, 2018). Keeping customers informed about changes, as agreed by a majority of respondents, is in line with the principle of understanding and meeting customer needs (Swinton, 2017). The findings emphasize the significance of customer service training and effective communication in enhancing the performance of organizations, including the National Health Insurance Fund.

The findings from the data align with the objectives of the study and the empirical review of literature. Financial strategies, technology, human resource planning, and customer services all play crucial roles in improving the performance of organizations, including the National Health Insurance Fund. These aspects are essential components in the strategic management practices that can contribute to the fund's performance and success.

In addition, the findings regarding the influence of human resource planning on the performance of the National Health Insurance Fund (NHIF) resonate with the empirical review of the subject. Bulla and Scott (2004) define human resource planning as a meticulous process aimed at identifying and strategizing for an organization's human resource requirements. The findings from the study indicate that a significant percentage of respondents agree with the importance of analyzing competitor employment trends to determine performance (Table 4). This aligns with Bulla and Scott's notion of aligning human resource requirements with business objectives and considering external factors that influence performance.

Lado and Wilson (2014) describe human resource systems as interconnected collections of practices aimed at attracting, developing, and retaining an organization's human resources. The findings from the study suggest that employees' adherence to set work schedules is perceived as a necessary performance indicator by a majority of respondents. This resonates with Lado and Wilson's emphasis on the role of human resource practices in fostering employee commitment and productivity.

Reilly (2009) highlights the various reasons why organizations engage in human resource planning, including better control over staffing costs and numbers, informed decision-making, and the pursuit of equal opportunity. The findings from the study indicate that the cost-effectiveness of an employee's work is considered a valid measure of performance by a significant percentage of respondents. This aligns with Reilly's emphasis on the importance of aligning human resource planning with organizational goals and objectives.

Hailey et al. (2005) stress the significance of measuring beyond mere bundles of human resource management (HRM) policies and practices to assess firm performance. The findings from the study suggest that employees' contributions to operational performance improvement are perceived as essential by a majority of respondents. While this aligns with Hailey et al.'s emphasis on measuring performance beyond HRM practices, a notable portion of participants expresses neutrality or disagreement, indicating potential areas for improvement in fostering employee engagement and support.

The empirical review underscores the importance of fostering a supportive and communicative work environment in effective human resource planning (Bulla & Scott, 2004). While not directly addressed in the findings, the discussion around the

influence of human resource planning on NHIF's performance highlights the broader implications of employee involvement and contribution to organizational success.

The findings indicate that human resource planning plays a significant role in shaping the performance of NHIF. By analyzing competitor employment trends, ensuring adherence to work schedules, promoting cost-effective work practices, encouraging employee contributions to operational performance improvement, and fostering proficiency in technology use, NHIF can optimize its workforce and enhance organizational performance. However, the study also highlights areas where NHIF can further improve its human resource planning practices, particularly in terms of fostering employee engagement and support for operational improvement initiatives.

The fourth objective sought to assess the impact of customer services on the performance of the National Health Insurance Fund. The data showed that 48.74% of respondents agreed that firms should consider frequent training of employees on customer services. This aligns with the idea that employees play a vital role in delivering high-quality customer service (Hyken, 2018). Keeping customers informed about changes, as agreed by a majority of respondents, is in line with the principle of understanding and meeting customer needs (Swinton, 2017). The findings emphasize the significance of customer service training and effective communication in enhancing the performance of organizations, including the National Health Insurance Fund.

The findings from the data align with the objectives of the study and the empirical review of literature. Financial strategies, technology, human resource planning, and customer services all play crucial roles in improving the performance of organizations, including the National Health Insurance Fund. These aspects are essential components in the strategic management practices that can contribute to the fund's performance and success.

Furthermore, the objective sought to assess whether employing required staff would reduce the workload and improve customer service. The data revealed that 48.74% of respondents either strongly agreed or agreed with this statement, highlighting the importance of staffing levels in enhancing customer service. This is in line with the idea that well-organized customer service should improve performance, as outlined in the literature (Cleveland, 2017). Adequate staffing ensures that each employee has a manageable number of customers to serve, which is essential for providing high-quality service. For the National Health Insurance Fund, ensuring the right staffing levels may be pivotal in improving customer service and, consequently, organizational performance.

The findings regarding the influence of customer service on the performance of the National Health Insurance Fund (NHIF) provide insights into various aspects of customer service practices within the organization. Customer service, as defined by Hyken (2018), encompasses the support and assistance provided by a company to its clients throughout the purchasing process and in addressing any queries or issues related to its products. The findings from the study reveal a mixed response to the prioritization of frequent training of employees on customer services (Table 5). This aligns with the challenges highlighted by Cleveland (2017) regarding the necessity for businesses to invest in training to ensure high-quality customer service delivery.

The importance of effective communication in keeping customers informed also receives mixed responses from the participants. While a significant percentage agrees with the notion that effective communication is essential for customer satisfaction, a notable portion disagrees or strongly disagrees with this statement. This discrepancy in responses underscores the challenges organizations face in implementing effective

communication strategies to meet customer needs, as emphasized by Archakova (2015).

Efficiency improvements in customer service, particularly in reducing the time spent serving customers, are perceived differently by respondents. While a considerable percentage agrees with the importance of efficiency improvements, a significant majority express neutrality or opposition to the idea that reducing service time is a key focus. This discrepancy reflects the complexities involved in balancing efficiency with quality service delivery, as highlighted by Swinton (2017).

Staffing levels and their impact on customer service workload also elicit mixed responses from the participants. While a substantial percentage acknowledges the significance of staffing levels in managing customer service workload, a majority disagree or strongly disagree with the notion that employing the required staff can effectively reduce the customer service workload. This discrepancy underscores the challenges organizations face in aligning staffing levels with customer service demands, as discussed by Lyndsay Swinton.

The findings also indicate varying perspectives on how customers are valued and treated within the organization and its impact on organizational performance. While a significant percentage agrees with the importance of valuing and treating customers well, a considerable majority express disagreement or strong disagreement with the idea that customer treatment significantly influences organizational performance. This discrepancy highlights the complexities involved in assessing the direct impact of customer treatment on organizational performance, as discussed by Yarimoglu (2017).

The findings suggest that customer service practices within NHIF exhibit a range of perspectives and challenges, as reflected in the mixed responses from the participants.

While there is recognition of the importance of employee training, effective

communication, efficiency improvements, staffing levels, and customer treatment, there are also divergent views on these aspects' actual impact on customer satisfaction and organizational performance. These findings underscore the need for NHIF to further evaluate and refine its customer service strategies to ensure alignment with customer expectations and organizational goals, as emphasized by various scholars in the empirical review.

The findings from the data provide a comprehensive view of the influence of technology and customer service on performance, with a particular emphasis on the role of employees and staffing levels. Objective 2 underlines the significance of employee involvement in technological innovations, while Objective 4 emphasizes the need for appropriate staffing to enhance customer service and, ultimately, the performance of organizations, including the National Health Insurance Fund. These insights align with the study objectives and the empirical review of literature, highlighting the importance of various strategic management practices in improving overall performance.

Several important discoveries have been made as a result of the regression analysis that was carried out in order to investigate the connection between the performance of the National Health Insurance Fund (NHIF) and the financial strategies (FS), technology (TECH), human resource planning (HRP), and customer service (CS). It can be concluded that the regression model has a high degree of explanatory power, as the independent variables together explain around 88.7% of the variability in the performance of the National Health Insurance Fund (NHIF). This suggests a strong relationship between the variables considered and NHIF's performance, highlighting their importance in shaping organizational outcomes.

The analysis of variance further confirms the significance of the relationship between NHIF's performance and the independent variables. The F-statistic obtained is

substantially high, indicating that the chosen regression model is statistically significant at the 0.05 level. This underscores the robustness of the model in explaining the variation in NHIF's performance and reinforces the validity of the findings derived from the regression analysis.

The regression coefficients provide additional insights into the nature of the relationship between the independent variables and NHIF's performance. All four independent variables - financial strategies, technology, human resource planning, and customer service - demonstrate significant positive relationships with NHIF's performance. This implies that improvements in these areas are associated with higher performance levels for NHIF. Specifically, a one-unit increase in each of these variables corresponds to a respective increase in NHIF's performance by the coefficient values obtained from the regression analysis.

The findings suggest that enhancing financial strategies, leveraging technology effectively, optimizing human resource planning, and improving customer service can positively impact NHIF's performance. These results align with existing literature emphasizing the importance of these factors in organizational success. For instance, effective financial management strategies, technological innovation, strategic human resource planning, and quality customer service have been identified as critical drivers of performance across various industries.

The regression analysis provides valuable insights into the factors influencing NHIF's performance, highlighting areas where interventions and improvements can yield positive outcomes. By focusing on enhancing financial strategies, technology utilization, human resource planning practices, and customer service standards, NHIF can potentially enhance its performance and better fulfill its mandate of providing quality healthcare services to its beneficiaries.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this chapter, we present the summary of findings, draw conclusions, and provide recommendations based on the objectives of the study. The overarching goal of this research was to evaluate the impact of strategic management practices on the performance of the National Health Insurance Fund (NHIF). To achieve this aim, the study had specific objectives. The first objective aimed to scrutinize the influence of financial strategies on the performance of the NHIF, specifically assessing the role of financial planning and risk management in enhancing NHIF's performance. The second objective focused on investigating the impact of technology on the performance of NHIF, delving into how technology adoption affects the organization's ability to serve its beneficiaries efficiently. The third objective sought to determine the impacts of human resource planning on the performance of NHIF, encompassing an examination of how strategic human resource planning, including the analysis of employment trends, contributes to NHIF's overall performance. The fourth and final objective was to assess the impact of customer services on NHIF's performance, involving an exploration of the pivotal role of customer service quality and its significance in enhancing the organization's service delivery and overall performance. Through the pursuit of these objectives, the study provides valuable insights into the strategic management practices shaping NHIF's performance and underscores their critical role in the healthcare sector.

5.2 Summary of Study Findings

These findings based on mean and standard deviation provide valuable insights into the perceptions of respondents regarding the four objectives and highlight the importance

of financial strategies, technology, human resource planning, and customer services in shaping the performance of the National Health Insurance Fund.

5.2.1 To analyze the influence of financial strategies on the performance of the National Health Insurance Fund

Regarding the impact of financial strategies on the performance of the National Health Insurance Fund (NHIF), the mean scores indicate a favorable view of financial strategies, with an average of 3.03. The standard deviation (SD) suggests that opinions varied to some extent, with a range of 1.10 to 1.31. A majority of respondents either strongly agreed (20.17%) or agreed (31.09%) that firms need to develop and implement financial strategies to manage risk and improve financial performance, reflecting a positive outlook on the importance of financial planning for NHIF. This aligns with findings in the empirical review of literature, where financial strategies were recognized as crucial for enhancing performance and managing risks in organizations.

Furthermore, the analysis of financial strategies' influence on NHIF's performance underscores the importance of proactive financial planning and risk management. The favorable view of financial strategies among respondents, coupled with the variability in opinions reflected in the standard deviation, highlights the nuanced nature of financial management within NHIF. While there is a general consensus on the significance of financial planning for enhancing performance, the range of opinions suggests diverse perspectives on the specific strategies and approaches needed to achieve financial sustainability. This diversity of viewpoints emphasizes the need for NHIF to adopt a comprehensive approach to financial management, considering various factors such as risk tolerance, resource allocation, and investment priorities to optimize its financial performance effectively. Moreover, aligning financial strategies with NHIF's organizational goals and objectives is crucial to ensure that financial

resources are utilized efficiently and contribute to the fund's overall mission of providing accessible and quality healthcare services to its beneficiaries.

5.2.2 To investigate the influence of technology on the performance of the National Health Insurance Fund

On the influence of technology on the performance of the National Health Insurance Fund (NHIF), the mean score of 3.03 indicates a favorable perception of technology's impact on NHIF's performance, with a standard deviation ranging from 1.10 to 1.31, reflecting some variability in opinions. A majority of respondents either strongly agreed (23.53%) or agreed (28.57%) that the assessment of technology has a significant impact on firm performance. This suggests that technology is viewed as a key factor in enhancing NHIF's performance, aligning with the empirical review of literature, which highlights technology's role in improving organizational competitiveness and performance. It's worth noting that while the majority favored this view, a significant proportion remained neutral or had opposing opinions, indicating some diversity in perspectives.

The examination of technology's influence on NHIF's performance underscores the recognition of technology as a fundamental driver of organizational effectiveness and efficiency. The favorable perception of technology's impact among respondents, as indicated by the mean score, reflects an acknowledgment of its transformative potential within NHIF. However, the variability in opinions, as reflected in the standard deviation, suggests that there are differing perspectives on the extent and efficacy of technology adoption in enhancing NHIF's performance. This diversity of viewpoints underscores the need for NHIF to carefully evaluate its technological investments and strategies, considering factors such as technological readiness, resource availability, and stakeholder engagement. Moreover, addressing the concerns and reservations

expressed by respondents who remained neutral or had opposing opinions is essential for fostering a supportive environment conducive to technology adoption and innovation within NHIF. By leveraging technology effectively and addressing stakeholder feedback, NHIF can harness the full potential of technological advancements to drive organizational performance and achieve its strategic objectives efficiently.

5.2.3 To determine the impacts of human resource planning on the performance of the National Health Insurance Fund

The perception of respondents regarding the impacts of human resource planning on the performance of the National Health Insurance Fund (NHIF), with a mean score of 3.03 suggests a generally favorable view of human resource planning's impact on NHIF's performance. The standard deviation ranges from 1.10 to 1.31, indicating some variability in opinions. A majority of respondents either strongly agreed (27.73%) or agreed (21.01%) that firms should analyze employment trends of their competitors in determining performance, highlighting the significance of human resource planning in NHIF's operations. This finding is in line with the empirical review of literature, which emphasizes the importance of strategic human resource planning in optimizing an organization's workforce and contributing to its overall performance.

The favorable perception of human resource planning's impact on NHIF's performance among respondents underscores the recognition of human capital as a strategic asset crucial for organizational success. The mean score indicating a positive view of human resource planning aligns with the empirical evidence emphasizing the role of strategic workforce management in enhancing organizational performance. However, the variability in opinions, as indicated by the standard deviation, suggests that there are differing perspectives on the specific approaches and practices within human resource

planning that contribute to NHIF's performance. This diversity of viewpoints underscores the importance of considering various factors such as workforce demographics, skillsets, and organizational culture in developing effective human resource strategies tailored to NHIF's unique context. By prioritizing strategic human resource planning initiatives and addressing stakeholder feedback, NHIF can strengthen its workforce capabilities, improve employee engagement, and ultimately drive organizational performance to achieve its mission and objectives effectively.

5.2.4 To assess the impact of customer services on the performance of the National Health Insurance Fund

The impact of customer services on the performance of the National Health Insurance Fund (NHIF) registered a mean score of 3.03 indicates a generally positive perception of the impact of customer services on NHIF's performance. The standard deviation ranges from 1.10 to 1.31, signifying some variability in opinions. Notably, a majority of respondents either strongly agreed (22.69%) or agreed (26.05%) that firms should consider frequent training of employees on customer services, reflecting the importance of investing in employee training for improving customer service quality at NHIF. This finding aligns with the empirical review of literature, which emphasizes the pivotal role of customer service in enhancing organizational performance and gaining a competitive edge. It is evident that enhancing customer service quality is a critical consideration for NHIF to optimize its performance and service delivery.

The positive perception of customer services' impact on NHIF's performance underscores the recognition of customer-centric practices as essential for organizational success. The mean score indicates a generally favorable view of the importance of customer service, aligning with empirical evidence highlighting the crucial role of customer satisfaction in driving organizational performance. However, the variability

in opinions, as indicated by the standard deviation, suggests that there may be differing viewpoints on the specific strategies and initiatives within customer service that contribute to NHIF's performance. This diversity of perspectives underscores the need for NHIF to continuously evaluate and refine its customer service practices to ensure alignment with evolving customer expectations and industry standards. By prioritizing investments in employee training, implementing effective communication strategies, and fostering a culture of customer-centricity, NHIF can enhance its reputation, build customer loyalty, and ultimately improve its overall performance and service delivery outcomes.

5.3 Conclusions

The analysis highlights the critical role of financial strategies in enhancing the performance of the National Health Insurance Fund (NHIF). The positive perception among respondents indicates the necessity of effective financial planning and risk management. NHIF must adopt a comprehensive approach to financial management, considering diverse perspectives on specific strategies to achieve financial sustainability and optimize resource utilization.

Technology is recognized as a fundamental driver of organizational performance. The favorable perception of its impact suggests that NHIF should continue to invest in technological advancements. However, the variability in opinions indicates the need for careful evaluation of technological investments, ensuring technological readiness and stakeholder engagement to maximize the benefits of technology adoption.

Human resource planning is viewed positively, underscoring the importance of strategic workforce management. NHIF should focus on developing tailored human resource strategies that consider workforce demographics, skillsets, and organizational culture.

Prioritizing strategic initiatives in human resource planning will strengthen workforce capabilities, improve employee engagement, and enhance overall organizational performance.

Customer services are crucial for NHIF's success, with a positive perception of their impact on performance. Frequent employee training and effective communication strategies are essential to meet customer expectations and industry standards. NHIF should foster a culture of customer-centricity to build loyalty, enhance its reputation, and improve service delivery outcomes.

5.4 Recommendations of the Study

5.4.1 Recommendations for practice

Based on the findings from the study, here are five recommendations:

Enhance Financial Strategy Development and Implementation: The board of directors and senior management of the National Health Insurance Fund (NHIF) should take the lead in prioritizing the development and implementation of robust financial strategies. They are responsible for overseeing financial planning, risk management, and ensuring alignment with stakeholders on the importance of financial strategies.

Invest in Technological Advancements: NHIF's IT department and senior management should spearhead investments in technological advancements. They are responsible for evaluating, selecting, and implementing the latest technological solutions that can streamline operations and improve service delivery to beneficiaries.

Optimize Human Resource Planning: NHIF's Human Resource Department should take the lead in optimizing human resource planning. They are responsible for analyzing employment trends, developing training and development programs for employees, and ensuring that human resource strategies align with the organization's objectives.

Prioritize Customer Service Quality: NHIF's customer service department and frontline staff should prioritize the quality of customer service. They are responsible for implementing customer-centric policies, undergoing frequent training, and ensuring a positive customer experience for beneficiaries.

Continuously Monitor and Adapt Strategic Management Practices: All stakeholders within NHIF, including board members, senior management, department heads, and frontline staff, should be involved in continuously monitoring and adapting strategic management practices. They are responsible for regularly assessing the effectiveness of financial strategies, technology adoption, human resource planning, and customer service quality and making necessary adjustments to ensure alignment with NHIF's goals and the evolving healthcare landscape.

5.5 Recommendations for Further Research

For further study, it is recommended to delve deeper into the specific strategies and tactics within each of the four key areas identified in this research: financial strategies, technology, human resource planning, and customer services. Exploring the nuances of these areas, such as the types of financial strategies that yield the best results, the specific technologies that have the greatest impact, the intricacies of human resource planning, and the customer service practices that lead to higher performance, can provide a more granular understanding of their influence on the National Health Insurance Fund (NHIF). Additionally, investigating potential synergies and trade-offs between these strategic management practices and their interconnectedness could offer valuable insights into optimizing NHIF's performance. Furthermore, a longitudinal study to track the evolving impact of these strategies over time would provide a comprehensive view of their effectiveness.

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APPENDICES

Appendix I: Consent form for participation in research study

Title: **Influence of Strategic Management Practices on Performance of National Health Insurance Fund (NHIF)**

Researcher: Vincent Munene

Dear Participant,

I kindly request your participation in my research study, "Influence of Strategic Management Practices on Performance of National Health Insurance Fund (NHIF)." I am currently a student pursuing a Master of Business Administration in Strategic Management at Mount Kenya University, and I am embarking on a research project to explore the impact of strategic management practices on NHIF's performance in Kenya. The aim of this study is to investigate the relationship between strategic management practices and NHIF's performance.

Participation in this research is entirely voluntary, and there are no monetary or other incentives for your involvement. You have the freedom to answer or leave blank any questions in the questionnaire without any adverse consequences. Please be assured that your responses will remain anonymous, and all information collected will be handled with the utmost confidentiality. Only the researcher will have access to the nature of your responses, and the primary purpose of this study is academic research.

Completing the questionnaire should take approximately 8 minutes of your time. If you have any questions or require further information, please do not hesitate to contact the researcher through the provided contacts. You may also reach out to the Chairman of the Mount Kenya University Ethical Review Committee at P.O. Box 342-01000, Thika. Thank you for your willingness to participate in this research study.

CONSENT

I, the undersigned respondent, having carefully read and understood the information provided by the researcher, voluntarily consent to participate in this study. I retain the right to withdraw my participation at any stage of the study. I acknowledge and accept a copy of this consent letter for my records.

Respondent's Signature: _____ Date: _____

Researcher's Signature: _____ Date: _____

Appendix II: Questionnaire

Kindly tick the box that matches your answer to the questions and list the answers in the spaces provided appropriately.

General Questions

Section A

1. Gender Male Female

2. What is your job designation?

Top management [] Line manager [] Supervisor [] Support staff []

3. What is your level of education?

Certificate [] Diploma [] Degree []

Masters [] PhD []

4. How long have you served in the capacity?

1 – 5 years

6 – 10 years

11 – 15 years

16 – 20 years

21-25 years

Above 26 years

Section B: Financial strategy

Comments on the following statement where 1 Strongly agree, 2 Agree, 3 Neutral, 4 Strongly disagree, 5 Strongly disagree					
QUESTIONS	1	2	3	4	5
1. Firm need to develop and implement financial strategies to manage risk and improve financial performance.					
2. Undertaking financial practices should help firms in supporting business policies.					
3. Rapid change in technology has increased financial inclusion thus changing the trend of					

undertakings of the traditional banking systems					
4. Understanding financial pay rates is essential for making sound financial decisions					
5. Well organized financial strategy should improve on financial performance.					

Section C: Technology

Comments on the following statement where 1 Strongly agree , 2 Agree , 3 Neutral , 4 Disagree , 5 Strongly disagree .					
QUESTIONS	1	2	3	4	5
1. The assessment of technology has a significant impact on firm performance					
2. Employees should contribute to innovative ideas on technology use that benefit the organization					
3. Firms must confirm the important benefits to be gained from investing in IT tools and infrastructure.					
4. IT is considered a strategic resource and a key factor in providing business value, enhancing competitiveness, and improving organizational performance					
5. IT use greatly impacts the performance of employees in firms					

Section D: Human resource planning


Comments on the following statement where 1 Strongly agree , 2 Agree , 3 Neutral , 4 Disagree , 5 Strongly disagree .					
QUESTIONS	1	2	3	4	5
1. Firms should analyse employment trend of their competitors in determining performance					
2. Employees should consistently adhere to set work schedules					

3. Cost-effectiveness of an employee's work is a measure of the performance					
4. Employees should effectively contribute to operational performance improvement.					
5. Proficient use of work related equipment, tools and technology should be embraced in firms					

Section E: Customer service

Comments on the following statement where 1 Strongly agree , 2 Agree , 3 Neutral , 4 Disagree , 5 Strongly disagree .					
QUESTIONS	1	2	3	4	5
1. Firms should consider frequent training of employees on customer services					
2. Customers should be kept informed on any changes made or proposed through an effective communication channel					
3. Employing mechanisms of improving on efficiency though reduction of time spent to serve customers is key					
4. Employing required staff would reduce the workload since each employee will have less number of customers to serve					
5. How customers are valued and treated within firm premise impacts on organizations' performance					

Appendix III: Ethics Review Committee Approval Letter



Mount Kenya University

REF: MKU/ISERC/3102
TO: VINCENT MUNENE

Date: 06 September 2023

REG: MBA/2021/78718

Dear Sir/Madam,

RE: INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON PERFORMANCE OF NATIONAL HEALTH INSURANCE FUND (NHIF)


This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2146**. The approval period is **06/09/2023 - 05/09/2024**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attached a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) and also obtain other clearances needed.

Yours sincerely,



Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

Main Campus, General Kago Road, P.O. Box 342-01000 Thika
Tel: 020-2878 000, Cell: +254 709 153 000

Appendix IV: Authorization Letter from the School of Postgraduate Studies


Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MBA/2021/78718

7th September, 2023

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,

RE: VINCENT MUNENE- REGISTRATION NO. MBA/2021/78718

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration Degree** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is **"Influence of Strategic Management Practices on Performance of National Health Insurance Fund (NHIF)."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **September, 2023 and November, 2023.**

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karenga, Ph.D.
Director, Graduate Studies
Enc.




Main Campus, General Kago Road, P.O. Box 342-01000 Thika. Tel: +254 67 2820 000,
Cell: +254 720 790 796, 0709 153 000
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.
Unlocking Infinite Possibilities

Appendix V: Research Authorization from National Commission for Science, Technology and Innovation

REPUBLIC OF KENYA
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 489177 Date of Issue: 25/ October/2024

RESEARCH LICENSE




This is to Certify that Mr. Vincent Mwangi Mwangi of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: **Influence of strategic management practices on performance of National Health Insurance Fund for the period ending : 25/ October/2024.**

License No: NACOSTI/024/09887

489177
Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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See overleaf for conditions

Appendix VI: Similarity Index

**INFLUENCE OF STRATEGIC
MANAGEMENT PRACTICES ON
PERFORMANCE OF NATIONAL
HEALTH INSURANCE FUND**

by VINCENT MUNENE

Submission date: 15-Jun-2024 02:29PM (UTC+0300)

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INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON PERFORMANCE OF NATIONAL HEALTH INSURANCE FUND

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