

**AN ANALYSIS OF ORGANIZATIONAL FACTORS AFFECTING
IMPLEMENTATION OF HEALTH STRATEGIES IN COMMUNITY BASED
ORGANIZATIONS: A CASE OF CAROLINA FOR KIBERA**

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ABSTRACT

Strategy is a multidimensional concept and fundamental management tool in any organization, which various authors have defined in different ways. It is the match between an organization's resources and skills and the environmental opportunities as well as the risks it faces and the purposes it wishes to accomplish. The researcher conducted a study titled; an analysis of organizational factors on Implementation of Health strategies in Community Based organizations. The study aimed to; determine the effect of organizational culture on implementation of strategies in Community Based Organizations; identify the effect of communication process on strategy implementation in Community Based Organizations; determine the effect of leadership on implementation of strategies in Community Based Organizations; and assess the role of staff involvement and on implementation of strategies in Community Based Organizations. This research study adopted a mixed methods research design. The target population of this study was 94 employees of Carolina for Kibera. A sample size of 61 employees was regarded adequate in this study. Primary data was gathered directly from respondents and for this study; the researcher used a questionnaire. The researcher analyzed data using mean, percentage, regression and Pearson's product of correlation. The researcher then organized the results around the four objectives of the study. Data was presented using graphs, tables and charts. The study found that organization culture, communication process and strategic leadership at Carolina for Kibera Community Based Organization affect implementation of Health strategies in different ways. The study found that communication process was a key factor on implementation of Health strategies and therefore an integrated communications plan must be developed at Carolina for Kibera Community Based Organization to enhance implementation of health strategies. The researcher found that lack of strategic leaders to performing their roles led to the lower ranks of employees missing support and guidance through encouragement of entrepreneurial attributes. The study found that impeders to strategy implementation comprised of unclear strategic intentions, conflicting priorities and weak co-ordination across functions. It found that organizational factors (organizational culture, communication process, leadership and role of staff involvement) had a significant relationship to effective strategy implementation in organizations. The study concludes that organizational factors (organizational culture, communication process, leadership and role of staff involvement) affects implementation of Health strategies at Carolina for Kibera Community Based Organization. The findings show that that supervision, teamwork and conflict, information flow and meetings are applicable to a low extent in Carolina for Kibera Community Based Organization. It finally concludes that though leader's delegate with clear roles & responsibilities, lack of strategic leadership still poses as a the main inhibiting factor in Carolina for Kibera Community Based Organization.