

MEDIATED MODERATION EFFECT OF STRATEGY IMPLEMENTATION AND STAKEHOLDER ENGAGEMENT ON THE RELATIONSHIP BETWEEN EMPLOYEE MOTIVATION AND PERFORMANCE OF LEVEL FOUR GOVERNMENT HOSPITALS IN KENYA

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ABSTRACT

Purpose of Study: This paper sought to establish the mediated moderation effect of strategy implementation and stakeholder engagement on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

Problem Statement: One of the biggest problems facing today's organization is implementing plans, and most falter during this phase. Implementing a strategy is a crucial step in the strategic management process since it converts a plan of action into a set of actions. While the problem of strategy execution has garnered significant attention, the process by which strategies are converted into organisational results has essentially remained a mystery because strategy implementation has not received the same level of attention as strategic decision-making and planning as many researchers and authors have a bias in favour of the strategy creation process and downplay the importance of strategy implementation within an organization. Consequently, understanding why

some organizations execute strategy more successfully than others is lacking, and practitioners continue identifying strategy implementation (SI) as the most difficult task.

Methodology: The study used a mixed-method approach, adopting a sequential explanatory design in 22 county referral hospitals and 82 sub-county hospitals in Kenya. It targeted the top-level and second-level management staff since they are responsible for strategy and policy formulation in the institutions.

Result: The study found no significant mediation-moderator effect on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

Keywords: *Strategy Implementation, Stakeholder Engagement, Employee Motivation & Performance of Level Four Government Hospitals in Kenya*

INTRODUCTION

Businesses in the twenty-first century encounter a variety of obstacles that must be overcome through corporate strategy implementation if they are to stay competitive. One of the biggest problems facing today's organizations is implementing plans, and most of them falter during this phase (Coulson-Thomas, 2013; Sull, Homkes, & Sull, 2015). Implementing a strategy is a crucial step in the strategic management process since it converts a plan of action into a set of actions. The problem of strategy execution has garnered significant attention in the Western world, but has not received as much attention in the Middle East (Rajasekar, 2014; Lee & Puranam, 2016). Conceptual understanding of the SI process is still lacking and it's a work in progress despite the fact that it is crucial to organisational success and that strategy research scholars generally agree on its importance (Elbanna, 2006; Papadakis, Thanos, & Barwise, 2010; Elbanna, Andrews, & Pollanen, 2016; Greer, Lusch, & Hitt, 2017; de Oliveira, Carneiro, & Esteves, 2019). Additionally, there is no widely accepted framework on which to build new theoretical knowledge. Stated differently, the process by which strategies are converted into organisational results has essentially remained a mystery because SI has not received the same level of attention as strategic decision making and planning (Hutzschenreuter & Kleindienst, 2006).

According to Hitt et al. (2017), strategy textbooks also exhibit a significant bias in favour of the strategy creation process and downplay the importance of strategy implementation within an organisation. Because of this, researchers' understanding of why some organisations execute strategy more successfully than others is lacking, and practitioners continue to identify strategy implementation (SI) as the most difficult task they encounter (Neilson, Martin, & Powers, 2008; Greer et al., 2017). The landscape regarding SI research has changed over the past few years, however. The topic has received increased attention from scholars (de Oliveira et al., 2019; Greer et al., 2017), and these calls have generated enough momentum for SI to be regarded as one of the most relevant topics in organizational theory and strategic management (Kastanakis et al., 2019). Hence this paper sought to establish the mediated moderation effect of strategy implementation and stakeholder engagement on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

Strategy Implementation

Strategy implementation refers to the procedure of converting action plans and strategies to enable achievement of set objectives (Sage, 2015). Murgor (2014) defines strategy implementation as the

process by which an organisation streamlines on the mechanisms of ensuring a sustainable competitive advantage and their survival in a business environment. Odundo (2012) avers that strategy implementation is vital in setting up and meeting the objectives of the organisation as well as the deliverables. Strategy implementation is critical aspects of any business success and the implementers need to take much attention in understanding the strategies (Misankova & Kocisova 2014). Strategy implementation is a major challenge for today's enterprises, including hospitals. Strategy formulation is delayed at the level of strategy implementation (Coulson-Thomas, 2013). In addition to complementing conventional research on strategy implementation, the concept of performativity adds to the body of knowledge regarding strategy implementation and can provide the basis for a novel research perspective. Action planning, coordination, and institutional alignment all contribute to the efficacy of strategy implementation (Hinton 2012). The amount of strategy implementation success is determined by the qualities of the managers (Jespersen & Bysted, 2016). Much time is taken in ensuring that strategies are implemented flawlessly during the execution of the strategies (Jiang & Carpenter, 2013).

Strategy implementation faces various barriers such as lack of clear common understanding of overall aims and plans (Dunlop, Firth & Lurie, 2013). Many organisations are still struggling with understanding their visions and missions thereby ending not achieving their objective (Grant, 2016). Health care sector is facing great challenges in both development, maintenance and sustainability of the planned achievements hence a need for a strategic decision of decentralisation of health care delivery (KPMG, 2013). Causes of failure may not be clear to the managers in some cases such as the failing of business, repeating the strategic planning time to time with expectation of better results which sometimes is not the case (Fauziah, Noralisa, Ahmad & Mohamad, 2017). In addition, the initiatives of the organisation face stiff challenges in the business environment due to poor implementation of new strategies (Palladan, Abdulkadir & Chong, 2016). In the same breath, employee recognition is seen to have a positive correlation with employee performance (Okoth & Oluoch, 2019) and employee motivation is instrumental in strategy implementation than the employees who are not motivated (Sharma, Srivastava, Ningthoujam & Arora, 2012). Therefore, for an organisation to realize its objectives, then there is need to look at their strategic methods. This study used the components of strategy implementation such as people, resources, structure, systems, and culture.

During the turbulent times, the organisation depends on its strategy implementation to ensure its survival (Sial, Usman, Zufiqar, Satti & Khursheed, 2013). Strategy implementation execution calls for proper communication, planning and proper allocation of resources to bring about change effectively (Friis, Holmgren & Eskildsen, 2016). Organisations face complex challenges transforming strategies into actions (Johnson & Scholes, 2013). Strategy implementation major focus is about what, who, when, where and how these strategies can be implemented towards achieving desired goals and objectives (Njoroge, Machuki, Ongeti & Kinuu, 2015; Lefort, McMurray & Tesvic, 2015). This study operationalised strategy implementation using strategic leadership, communication, organisational structure, culture, stakeholder's engagement, monitoring and evaluation. Strategy implementation literature is a good place to start understanding how strategy ideas 'work' in organisations. The suggested approach and its organisational implications often differ. Since strategic management is a core capability of organisations, this gap between aspiration and implementation has garnered scholarly attention. According to most strategy implementation authors, strategic plans are not implemented immediately or easily. This paper made an attempt to bridge this gap.

Stakeholder Engagement

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

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

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

Employee Motivation

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

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

opportunities. The commitment and the productivity of health workers is increased when they are motivated (Rosak-Szyrocka, 2015).

Organisational Performance

Organisational performance refers to the actual output versus the desired output (Sultana, Irum, Ahmed, & Mehmood, 2012). Zameer et al (2014) and Dobre (2013) assert that higher performing staffs are needed order to move the organisation towards achieving various organisational goals such as offering unique products and services that give the organisation leverage against the competition.

In academic literature, organisation performance has been extensively examined and regarded the ultimate goal of all organisations, private or public. Performance varies by organisation type, size, product, and service (De Waal, 2019). Organization performance is multifaceted phenomenon in the management and business literature (Blackman et al. 2017). Organizational performance comprises the outcomes of an institutions which can be measured against expected outcomes, aims and purposes. These outcomes are measured by many means of objective and subjective measurement (Ali, & Anwar, 2021; Jeong, & Shin, 2019; Danford et al., 2004). In regard to elements effecting organizational performance, prior studies have established internal and external factors with direct link to organizational performance. (Blackman et al, 2012; Cooke et al., 2019). In reference to organizational performance from organizational internal perspective, organizations aim to develop employees' behaviour.

The quality of work done in the organisation reflects the commitments and passion of employees in the organisation (Scott, 2016). Waithaka, et al., (2020) observed that poor working conditions, shortages of drugs, commodities, equipment and staff have greatly caused dissatisfaction and lack of motivation of health workers. The county governments not honouring agreements on promotions, re-designations into appropriate job groups not done, lack of training and skills development and failure to address these issues has also led to general discontent and unrest among health workers in Kenya. The healthcare workers need a supportive, healthy and safe working conditions (WHO, 2016).

OBJECTIVE OF THE STUDY

To establish the mediated moderation effect of strategy implementation and stakeholder engagement on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

LITERATURE REVIEW

Theoretical Review

Resource Based View Theory (RBV)

Resource Based View (RBV) was first advanced by Barney (1991). The theory holds that when the resources of a firm are controlled, superior performances are achieved. The proponent of RBV theory is that the resources unique to the firm are employed to ensure that better performances are achieved (Singh & Mahmood, 2014). Resource Based View theory is a strategic management theory widely used to examine how resources can drive competitive advantage in which more value than rival is created through capabilities that are not easily imitated (Killen, Jugdev, Drouin & Petit, 2012).

The theory holds that a successful organisation is that which is keen in attracting attention to the capabilities and competences at the firm level, such capabilities are constantly associated with better performance (Almarri & Gardinera, 2014). This theory has been utilised by Burton and Rycroft-Malone (2014) who reviewed RBV theory to analyse the impact of the often-complex quality improvement efforts in healthcare organisations. Burton and Rycroft (2014) postulates the fact that organisational competences are expressed within diffuse inter organisational networks such as healthcare managed networks as well as in traditional large vertically integrated and standalone organisations, meaning the ability to work, learn and change across organisational boundaries is inevitable.

Resource Based View theory has been criticized for being more complex in public firms than the private firms which has the inter-organisational networks rather than a large, vertically integrated, organisation (Burton & Rycroft, 2014). Casebeer, Reay, Dewald and Pablo (2010) argue that RBV's use in healthcare management research has been limited empirically. Critics further have identified certain problems concerning definitional soundness and the constructs as appearing in the RBV. Resource Based View theory is also constantly criticised for being largely untestable in terms of methodological complications in literature. This theory is relevant to this study in explaining how the health facilities harmonises the capabilities with the available resources to realise better performance. The RBV form the anchorage of the study as it describes and cuts through the study variables by explaining the integration of various factors that enable an organisation to perform better by looking at the firm's capabilities and competences through quality improvement strategies.

Goal Setting Theory

This theory was incepted by Locke and Latham in 1979. The proponents of the goal setting theory hold that better performance is achieved when there is persistence of efforts in the development of strategies (Locke & Latham, 2013). Goal setting theory describe the application of factors that initiate and direct behaviour of individuals by motivating them to deliver on their goals (Carper, 2015). The theory advocates that employee should be rewarded once the set goals have been achieved (Kang & Yanadori, 2011). Schay and Fisher (2013) observe that in order to obtain collective performance, there is need for employee motivation. Kramer, Thayer and Salas (2013) acknowledge that the goal setting theory adopts group-based structure. The individual effort when put together help in achieving greater goals (Kramer, et al., 2013).

The usefulness of the theory is its ability to explain motivation adequately by what mobilises or energises human behaviour, what directs behaviour toward the accomplishment of some objective and how such behaviour is sustained over time towards realisation of organisational objectives. Young and Smith (2013) avers that the objective of operational goals is to help the organisation measure performance and effectiveness. Furthermore, there is correlation identified by researchers between the goal setting and encompasses all aspects of building organisations with efficiency (Koppes, 2014; Locke & Latham 2013). The theory allows continuous improvement in objectives and performance.

Stakeholder Theory

Stakeholder theory was incepted by Edward Freeman in 1984. The stakeholder theory highlights policies and programs that are both internal and external. The theory gives the highest priority to the role of stakeholders in the management framework (Uribe, Ortiz-Marcos & Uruburu, 2018).

Stakeholder theory gives a focus of analysis on the strategic thinking and positions of the stakeholders (Freeman, 1984). Stakeholder theory has introduced business ideas into the organisation through stakeholder engagement (Freeman, Kujala, Sachs & Stutz, 2017).

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

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

Scholars who have been using this theory in various contexts, including social corporate accountability, governance, and shareholders' management, have shown an increasing interest in SE (Dobele et al., 2014; Desai, 2018; Conte, Siano, & Covucci, 2019). Participating in engagement activities allows stakeholders and businesses to understand one another's interests, perspectives, and needs, which helps either one or both of them (Provasnek et al., 2018). Stakeholder engagement focuses on firming the bondage between organisations and their stakeholders (Harrison & Wicks, 2013; Bridoux & Stoelhorst, 2016; Bundy, Vogel, & Zachary, 2018; Jones, Harrison & Felps, 2018), stakeholder engagement research is a natural continuum for stakeholder theory. A shift from a firm level entity-based analysis to examining stakeholder networks and relationships can be used to enrich stakeholder theory (Rühli, Sachs, Schmitt & Schneider, 2017; Tapaninaho & Kujala, 2020). This theory explains the relationship between stakeholder engagement and the Performance of Level Four hospitals.

The Higgins's Eight (8) S Model

The Higgins 8 S's Model of Strategy Implementation was developed by Higgins (2005), and is based on the Mckinsey 7 S's model, which was first introduced in 1980 by Peter and Waterman (1982). The 8 S's model of strategy implementation added strategy performance as a new factor and substituted skills with resources in the model. The aim of the model is to give insights to the management on ways to execute the strategies effectively and efficiently. Higgins (2005) avers that much time is dedicated on execution of strategies by managers who are successful (Bhatti, 2011). The elements under the 8 'S's model provides better description of the key variables that can realise effective strategy implementation. The proponents of the theory are of the view that managers must align the cross functional organisational factors with new strategy so that the selected strategy can succeed (Higgins, 2005). The 8 'S's model is split into hard and soft factors. Hard elements were noted by Mallya (2007) as easier to be defined and management can directly influence them; they include the strategy, structure and systems. Soft elements are less specific and are influenced by the organisation's culture (Mallya, (2007). However, Papulová, Gažová, Šlenker

and Papula (2021) posited that the soft elements - which include the style, shared values, staff, resources and strategic performance - are as important as the hard elements if an organisation wants to achieve success.

The 8 'S's model organisational factors include; structure, system and processes, leadership style, staff, resources and shared values (Higgins, 2005). Higgins (2005) notes that with the dynamic business environment, strategies need to be reformulated and elements adjusted to accommodate both cross functional organisational factors and new strategies. The theory helps in uncovering the causes of failure during implementation by giving a roadmap towards execution of strategies. (Bhati (2011) avers that the model enables the management team to access a more effectively and efficiently working tool to use for strategy implementation in their organisations for better performance.

The 8 S's model focusses on an outcome-based approach to strategy execution process (Leibbrandt & Botha, 2014). Several studies have been successful in applying the 8 S's model of strategy implementation. Gachua and Orwa (2015), used the model to ascertain the factors affecting strategy implementation, while Sila and Gichinga (2016) used the model to establish the role of strategic leadership in strategy implementation. Kibicho (2015) also used the model to study the influence of managerial competence and resource mobilisation on strategy implementation in insurance companies in Kenya. The model was employed by Nguyen and Nguyen (2017). The theory explained the objective on strategy implementation.

EMPIRICAL REVIEW

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

Using descriptive survey design, Mwabu and Were (2019) studied the relationship between employee motivation and organisational performance. Zameer, Ali, Nisar, and Amir (2014) conducted research on the effect of motivation on employee performance. According to the data, motivation had a major impact on employee performance.

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

The moderating effects of stakeholders' integration on the link between environmental practices and competitiveness were examined by Salem et al. (2015). Self-assessment questionnaires were utilized to collect data for the study's cross-sectional survey. The findings indicated that the integration of stakeholders has a statistically significant moderating influence on the association

between environmental practices and competitiveness. Berebon and Sorbarikor (2020) examined the relationship between stakeholder engagement and organisational decision making of indigenous oil servicing companies in Rivers State, Nigeria. The study's conclusions showed that indigenous oil serving companies in Rivers State's organisational decision-making and information sharing have a significant relationship. The study finding was however limited to oil companies. This study will be done in level 4 hospitals in Kenya.

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

Ansong (2017) investigated the impact of stakeholder involvement on the relationship between corporate social responsibility and performance. The data was evaluated using the partial least squares estimation method. The study found that CSR has an indirect effect on SMEs' financial performance through stakeholder engagement. Karama, Iravo, Kagiri, and Shale (2019) investigated the relationship between stakeholder engagement and devolved service delivery. The findings revealed a strong link between stakeholder participation and service delivery.

Waititu (2016) investigated the link between strategy implementation and performance. . Effective communication systems, inspirational leadership, functional organisational structure, and culture, all of which are components of strategy implementation, were discovered to have a substantial impact on performance. The findings are consistent with Machoka's (2019) discovery that communication as a strategy and leadership has a substantial impact on organisational performance.

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

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

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

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

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

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

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

Lencho (2020) studied the effect of employee motivation on job performance at Fiche general hospital. The study employed descriptive and inferential statistics to analyse data. The sample was obtained using random sampling approach. Primary data was obtained using the questionnaires. The study findings revealed employee motivation- performance link. The findings are similar to that by Aduo-Adjei, Emmanuel and Forster (2016) who examined the relationship between motivation and work performance. The study adopted a qualitative approach and used purposive sampling method. The study used an in-depth interview to obtain data. Content analysis was used

to analyse data from the interviews. The findings revealed that intrinsic and extrinsic motivating factors had significant effect on the health workers' work performance. Lubis (2020) analysed the work motivation - job satisfaction link and revealed a positive correlation. The study used questionnaires to collect data which was then analysed using multiple linear regression analysis. The results of hypothesis testing demonstrate that there was a positive and significant correlation between work motivation and agriculture instructors' performance. The Performance of agricultural instructors was positively and significantly impacted by work motivation and job satisfaction.

According to Reizer, Brender-Ilan, and Sheaffer's (2019) longitudinal research approach, the positive relationship between autonomous motivation and performance is mediated by pleasant emotions and job satisfaction. The unfavorable correlations between regulated motivation and job performance were simultaneously mediated by unpleasant feelings and a decline in job satisfaction. Using empirical data, Ocak, Aladag, Koseoglu and King (2021) examined the barriers to strategy implementation in turkey's healthcare industry by survey method. Descriptive statistics was used in the study. The findings revealed that low employee motivation and lack of consensus were among the barriers undermining strategy implementation. The study agrees with that by Wambani, Sakataka and Makokha (2017) which revealed a link between strategy implementation practices and employee performance. Descriptive research design was used while quantitative and qualitative data was collected using structured questionnaires. Further the study adopted census approach and inferential statistics was used to analyse data. In their 2021 study, Gifty, George, Babalola, and Isaac explored the connection between employee motivation and performance. The study's findings suggested that employee performance can either rise or decrease depending on incentive.

Kalogiannidis (2021) examined the employee motivation-organizational performance link using the Arksey and O'Malley framework and determined that, to a greater extent, employee motivation is much linked to organisational performance. Using a mixed research design, Kihara's (2017) study indicated that there is a statistically significant link between performance and strategy implementation. The research methodology was positivistic. The Dynamic Capabilities Theory formed the foundation of the study. A sample size of 115 respondents was obtained using A systematic random sampling. Bivariate correlation and regression was used in the analysis.

The relationship between strategy implementation and Performance of energy sector institutions was examined by Mudany, Letting, and Gituro in their 2020 study. From the The institutional theory formed the foundation of the study. Cross-sectional survey design was adopted and primary data collected through structured questionnaires. The study results were limited to the Energy sectors in Kenya. This study was done on Level 4 Hospitals in Kenya. Using a quantitative and qualitative approach, Keya (2019) study indicated that strategy implementation was a predictor of strategy implementation practices. The study however was limited to Non-Governmental Organisations. Strategy implementation was used as an indicator of strategy implementation practices rather than a variable.

Using explanatory research design approach Mungai and Gathungu (2017) examined the relationship between E-government strategy implementation and Performance of the public sector in Kenya and revealed E-government strategy implementation had a positive relationship with ICT infrastructure, E-level applications and E-government institutional framework. The sample was obtained using multistage and disproportionate stratified sampling. Data was collected using interview guide and a semi structured questionnaire. The study used content analysis to analyse

qualitative data. The analysis was also done using descriptive statistics and inferential statistics. The shortcoming of the study was that it considered strategy implementation as an independent variable.

Augustinus and Halim (2021) study indicated that motivation and employee performance have a strong correlation and motivation positively and significantly influences employee performance. The study used questionnaires to collect data which was analysed using quantitative and descriptive approach. Motivation was found to have significant relationship between on employee performance.

Alwedyan (2021) studied the relationship between motivation and Performance of the employees and revealed that there is stronger relationship between job Performance of the employees and the motivation. The study adopted descriptive analytical approach. Data used was collected using questionnaires. A study by Hemakumara (2020) revealed a positive relationship between motivation and job performance. Similarly, Mulyani, Sari and Sari (2020) study established that motivation has a positive and significant impact on employee performance. The study employed descriptive approach. Structural equation model program (SEM) with linear structural relationship (LISREL) was used in the analysis. However, these did not consider introducing the moderating and mediating variable. This study introduced Strategy implementation and stakeholder engagement as mediating and moderating variable respectively and examine how they influence Performance of Level Four government hospitals in Kenya.

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

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

Varenova (2017) studied the role of stakeholder engagement and corporate social and environmental reporting in achieving accountability. The study used questionnaires and interviews

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

CONCEPTUAL FRAMEWORK

This study investigated the mediated moderation effect of strategy implementation and stakeholder engagement on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya as presented in a diagrammatical form in Figure 1.

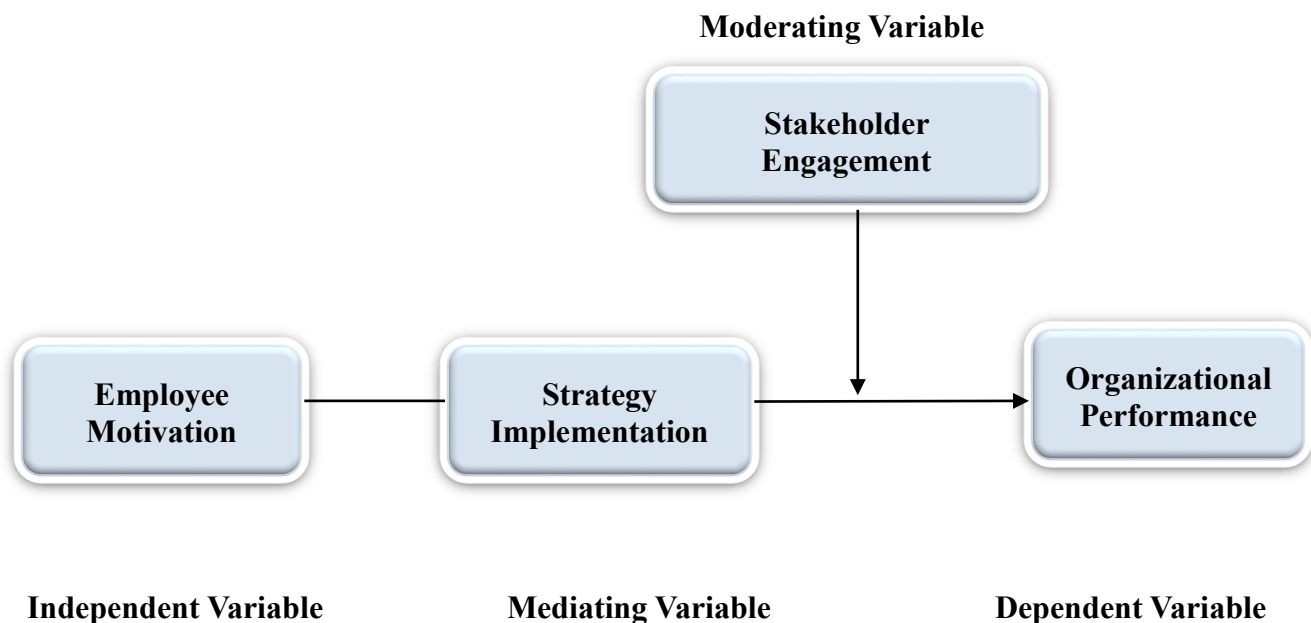


Figure 1: Conceptual Framework

Hypotheses of the Study

H₀: There is no significant mediated moderation effect on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

METHODOLOGY

Research Philosophy

This study adopted a mixed method approach. The research philosophy was based on pragmatic paradigm. Pragmatism is aimed at achieving a holistic understanding of the research problem (Zhang & Creswell, 2013; Aliyu & Mu'awuya, 2015; Creswell & Creswell, 2017). Pragmatism involves scholarly pursuit of description, theory, explanation, and narrative (Kaushik & Walsh, 2019). Pragmatism focuses on objectivity, subjectivity, values and experiences in order to achieve research objectives (Maarouf, 2019). The fundamental principle of using mixed-method which aims at gaining information about the phenomena of study which is wider than using a single design approach (Creswell & Creswell, 2017). Under mixed research approach, pragmatism is seen as the philosophical partner by providing essence for mixing research methods (Mitchell, 2018). Adopting mixed method approach is significant in generating different type of contributions in research (Barnes, 2019). This study adopted mixed method largely because the philosophy is based on paradigms of quantitative and qualitative underpinnings with diverse philosophical holdings. Mixed methods approach has been advocated for by various researchers (Fetters & Molina-Azorin, 2017; Barnes, 2019; Ghiara, 2020) who suggested different paradigms that would serve as the philosophical background of the mixed research approach.

Research Design

In order to combine and analyze different datasets, sequential explanatory design was adopted. Sequential explanatory design is pertinent since it allows for triangulation of quantitative results and qualitative findings (Creswell & Clark, 2018; Yin, 2018). Data triangulation in a mixed-methods study assists in validating results obtained with an individual method (Turner, 2021). Mixed method approach is superior to a single method as it provides rich insights into the research phenomena (Poth & Munce, 2020). An explanatory sequential design usually follows a quantitative phase with a smaller qualitative phase to explain the quantitative results (Creswell & Clark, 2018). Typically, data collection and analysis are done sequentially, and because quantitative results lead to qualitative results, the quantitative phase typically dominates (Turner, 2021).

Population of the study

The study target population comprised of Level Four government hospitals in Kenya as listed in the Kenya Gazette as of February 2020. According to the Ministry of Health, Level Four government hospitals are 104 and this formed the units of analysis. The Level Four government hospitals in Kenya consists of 22 county referral hospitals and 82 sub-county hospitals. These 104 Level Four government hospitals formed the target population for the study. These formed the units of analysis.

Sampling Frame

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

Sample and Sampling Techniques

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

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

Where;

n = Sample Size

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

z = Score at confidence level 95% is 1.96.

q = 1 – p is (0.5)

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

N = 104 Level Four government hospitals

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

$$= 384$$

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

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

$$= 82 \text{ Level Four government hospitals.}$$

Using this formula, a sample size of 82 Level Four Hospitals were selected for the purpose of this study.

This study targeted two management levels consisting of the top-level and second level management staff since they are responsible for strategy and policy formulation in the institution. The researcher randomly selected 2 officers from each category. This summed to 4 participants from each category. The target participants in the county referral and sub-county hospitals are largely considered homogenous and any major diversity was captured in the demographic data. A sample size of 328 (82*4) participants were obtained from selected county referral hospitals and sub-county hospitals.

Data Processing and Analysis

Data analysis is the process of analysing gathered data and drawing conclusions from it (Oso & Onen, 2011; Kombo & Tromp, 2011; Cooper & Schindler, 2014). Inferential and descriptive statistics were employed in analysing quantitative data. Qualitative data from unstructured questions were analysed using conceptual content analysis. Interviews from the Senior Health Officers (SHOs) was recorded and transcribed. Qualitative data was thematically analyzed and reported in verbatim form. Quantitative data set was first analysed then qualitative data used to enrich and inform the quantitative findings. This was then followed by testing of the hypothesis and diagnostic tests.

FINDINGS AND DISCUSSION

The researcher distributed 328 questionnaires, out of which 267 responded positively by filling and returning the questionnaires. This represented an overall positive response rate of 81.4 percent. The remaining 18.63 percent were unresponsive even after several follow-ups and reminders. Table 3 give results for the response rate.

Inferential Statistics

Mediation – Moderator Effect

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

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

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

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

The effect was evaluated, and the results were interpreted using the coefficient of determination (R-Square), Analysis of Variance (ANOVA), and regression coefficients. Analysis of Variance calculations provide information regarding degrees of variability within a regression model and serve as the foundation for tests of significance. Table 1 displays the results.

Table 1: Model Summary for Mediation – Moderator Effect

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

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

Table 2: ANOVA

Model		Sum Squares	of df	Mean Square	F	Sig.
1	Regression	103.231	1	103.231	705.356	.000 ^b
	Residual	38.784	265	.146		
	Total	142.015	266			
2	Regression	122.230	3	40.743	541.591	.000 ^c
	Residual	19.785	263	.075		
	Total	142.015	266			
a. Dependent Variable: Organisational Performance						
b. Predictors: (Constant), Employee Motivation						
c. Predictors: (Constant), Employee Motivation, Stakeholder Engagement						
d. Predictors: (Constant), Employee Motivation, Stakeholder Engagement, Strategy Implementation						

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

Table 3: Regression Coefficients for Mediated Moderation Effect

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.639	.096		6.639	.000
	Employee Motivation	.804	.030	.853	26.559	.000
2	(Constant)	.237	.079		2.997	.003
	Employee Motivation	.248	.047	.263	5.328	.000
	Employee Motivation	.695	.051	.679	13.735	.000
	*Stakeholder Engagement					
a. Dependent Variable: Organisational Performance						

The fitted model was;

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

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

Where:

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

The regression coefficient results shown in Table 6 reveal that the regression model of employee motivation on strategy implementation was significant in step one with $\beta=0.804$, $p=0.0000.05$. The regression model of employee motivation, strategy implementation, stakeholder engagement, and the interaction term strategy implementation*stakeholder engagement on Performance of Level Four government hospitals in Kenya was significant with $t=6.639$, $p<0.05$: $t=2.997$, $p<0.05$: $t=13.735$, $p<0.05$. The study rejected the null hypothesis that there is no significant mediation - moderator effect on the link between Employee motivation and Performance of Level Four government hospitals in Kenya since the p value for the mediation - moderator term (SI*SE) was significant. As a result, the researcher determined that there is a considerable mediation - moderator effect on the relationship between employee motivation and performance at Kenya's Level Four government hospitals.

CONCLUSION

The hypothesis of the study stated in the null form that there is no significant mediation – moderator effect on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya. The findings are consistent with the mediation - moderator paradigm proposed by Hayes and Rockwood (2020). The effect was evaluated, and the results were interpreted using the coefficient of determination (R-Square), Analysis of Variance (ANOVA), and regression coefficients. Analysis of Variance calculations provide information regarding degrees of variability within a regression model and serve as the foundation for tests of significance. The coefficient regression findings suggest that the regression model of employee motivation on stakeholder involvement was significant in step one. In step two, the results suggest that the regression model of employee motivation, strategy implementation, stakeholder engagement, and the interaction term strategy implementation * stakeholder engagement on the performance of Kenyan government hospitals at the Level Four level was significant. Because the p value for the mediation - moderator term (SI*SE) $0.000<0.05$ was less than the critical value 0.05, the study rejected the null hypothesis that there is no significant mediated - moderated effect on the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

RECOMMENDATION

New regulations need to be developed to ensure that stakeholders are involved in decision-making and that programmes are linked to stakeholders in order to improve the Performance of Level Four government hospitals. Organizations need also to involve employees in meetings and discussions and showing them that their ideas and contributions are valued; are some ways to boost motivation. It is essential to include proper training programs and feedback systems in order to improve the working environment, procedures, and quality as well as to give employees the information and skills they need to execute their jobs. Proper appreciation for efforts made, as well as chances for advancement and promotion, are also regarded as a successful way to satisfy motivation. The researcher also recommends increased participation of internal and external stakeholders in the strategic planning process in order to identify gaps in the strategy implementation process, develop mechanisms for bridging such gaps, and create employee ownership of the strategic plan. In conclusion, a variety of things might have an impact on an employee's motivation. However,

the most effective technique to boost motivation is to use a mix of physical reward and spiritual stimulation.

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