

# Strategy Implementation And Performance Of Private Health Facilities In Trans Nzoia County, Kenya

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DOI: 10.29322/IJSRP.14.05.2024.p14930  
[10.29322/IJSRP.14.05.2023.p14930](https://doi.org/10.29322/IJSRP.14.05.2023.p14930)

Paper Received Date: 12th April 2024  
Paper Acceptance Date: 16th May 2024  
Paper Publication Date: 22nd May 2024

**Purpose:** Was to assess the effect of strategy implementation on organizational performance of private health facilities in Trans Nzoia County, Kenya. The Specific objectives of the study were: strategic people, strategic resources, strategic systems and strategic culture and performance of private health facilities in Trans Nzoia County in Kenya. The study recommends and on firms that the implementation of tendering practice and performance of private health facilities in Trans Nzoia County, Kenya was significant relationship. That in future different counties needs to strengthen performance of private health facilities Trans Nzoia County in Kenya and procurement process to all counties in Kenya, with the help of Strategic people, strategic resources Strategic systems and Strategic culture.

**Index Terms-** Strategic people, strategic resources, strategic systems and strategic culture and performance of private health facilities.

## I. INTRODUCTION

Global strategy determines the standardization of products and processes across Strategic management geographic boundaries and harmonizes national strategies into a more homogeneous format (Patel et al. 2021). The objective is to reduce the complexity of managing diverse markets, lower the need for local responsiveness, and gain economies of scale. With a global strategy in place, best practices are easier to replicate across different locations. Global strategies work when the customer needs are similar across the different markets. Another prerequisite for a global strategy to work is the standardization of operational and financial reporting, which provides head office with the tools of analysis and control (Qaiyum & Wang, 2018). Strategy implementation refers to the process of translating strategic plans and objectives into actions, ensuring that the chosen strategies are executed effectively throughout an organization. It involves aligning various organizational components, such as structure, processes, people, and technology, to achieve the desired outcomes outlined in the strategic plan (Thompson et al., 2020). Effective strategy implementation is crucial for organizational performance. It bridges the gap between strategic planning and actual execution, ensuring that resources are utilized efficiently, goals are achieved, and the organization remains adaptive to dynamic environments. It establishes a link between strategic vision and day-to-day operations, fostering a cohesive

and goal-oriented organizational culture (Bindra, Parameswar & Dhir, 2019). Challenges in strategy implementation include resistance to change, lack of employee engagement, insufficient resources, and inadequate communication. Organizational inertia and the failure to align the organizational culture with the strategic objectives can also impede successful implementation (Bindra, Parameswar & Dhir, 2019).

### 1.1.1 Resource-Based View (RBV) Theory

The Resource-Based View (RBV) theory, developed by scholars such as Jay Barney and Birger Wernerfelt, focuses on how a firm's unique resources and capabilities contribute to its competitive advantage. In the context of studying the effects of strategy implementation, particularly resource allocation in private health facilities, RBV provides valuable insights. Proponents argue that sustained competitive advantage arises from resources that are valuable, rare, inimitable, and non-substitutable (VRIN criteria). Resource allocation decisions within private health facilities play a crucial role in determining organizational performance. Scholars like Spender (1998) emphasize the importance of strategic management in leveraging internal resources to achieve superior performance. Relevant to the study, RBV suggests that allocating resources effectively, such as investing in advanced medical technology or skilled healthcare professionals, can enhance the competitiveness and overall performance of private health facilities (Fama, 1980).

Articles like "Strategic Resource Allocation in Healthcare Organizations" and "Resource-Based View in Health Service Organizations" delve into the application of RBV in healthcare settings. However, the theory has faced critiques. Some argue that RBV lacks a clear prescription for identifying and exploiting resources, making it challenging for practitioners. Additionally, scholars like Penrose (1959), criticize RBV for not considering the external environment, an essential aspect in shaping strategic decisions. In conclusion, RBV is relevant to the study on the effect of strategy implementation in private health facilities as it offers a lens to understand how resource allocation decisions impact organizational performance. It emphasizes the strategic importance of unique, valuable, and difficult-to-replicate resources. While the theory has its critics, its application in healthcare settings has been explored in recent literature (Fama, 1980).

### 1.1.2 Agency Theory

Agency theory explores the relationship between principals (owners/shareholders) and agents (managers) within an organization, focusing on the conflicts of interest that arise due to divergent goals and information asymmetry. This theory is highly relevant to understanding the dynamics of strategic implementation and organizational performance in private health facilities. According to agency theory, owners delegate decision-making authority to managers (agents) to run the organization. In private health facilities, owners expect managers to act in the best interest of the organization and maximize its performance. However, managers may pursue their own interests, such as personal gain or job security, which may not always align with the objectives of the owners. This misalignment of goals can lead to agency costs and inefficiencies (Eisenhardt, 1989).

Strategic implementation involves translating strategic plans into actions to achieve organizational goals. In the context of private health facilities, owners set strategic objectives aimed at improving patient care, financial performance, and market competitiveness (Klein, Yitzhak, 1991). Agency theory suggests that owners implement monitoring and control mechanisms to align the interests of managers with those of the organization. These mechanisms include performance evaluation, incentive alignment through compensation schemes, and managerial oversight. The effective implementation of strategic initiatives depends on the alignment of incentives and interests between owners and managers. When managers are motivated to pursue organizational goals, such as improving service quality and operational efficiency, it positively impacts organizational performance (Eisenhardt, 1989).

### 1.1.3 Information and Communication Technology Adoption Theory

The Information and Communication Technology (ICT) adoption theory provides a framework for understanding how organizations adopt and integrate new technologies into their operations. One prominent model in this area is the Technology Acceptance Model (TAM), which posits that perceived usefulness and perceived ease of use are key determinants of individuals' attitudes towards and intention to use technology (Spender, 1998). This model has been widely applied in various contexts, including healthcare settings, to study the adoption and impact of ICT. In the context of the study on the effect of strategy implementation on organizational performance of private health facilities, the ICT adoption theory is relevant in several ways.

Firstly, it helps to conceptualize how the implementation of ICT infrastructure within these facilities can influence their overall performance. For instance, the TAM suggests that if healthcare professionals perceive the ICT infrastructure as useful and easy to use, they are more likely to adopt and effectively utilize these technologies in their daily tasks, leading to improved organizational performance (Rumelt, 1984). Secondly, the ICT adoption theory also emphasizes the importance of organizational factors, such as management support and training, in facilitating the successful adoption of ICT (Teece, 2014a). In the case of private health facilities, effective strategy implementation may involve allocating resources and providing support for the implementation and utilization of ICT infrastructure. Specifically addressing the objective of examining the effect of ICT infrastructure on organizational performance of private health

facilities, the ICT adoption theory provides insights into how the presence and utilization of ICT resources can impact various performance indicators (Denison & Mishra, 1995).

### 2.1 Strategic People

Some scholars have attempted to investigate dynamic capabilities in association with specific HRM areas, with transnational HRM systems, on strategic human resource development capabilities, on dynamic talent management capabilities, on dynamic managerial capabilities, and on dynamic learning capabilities. An organization's human resources can be the change initiators and innovators for new knowledge creation in a fast-moving VUCA environment such as COVID-19 or high-velocity emerging markets (Zhang-Zhang & Varma, 2020). Lament that most RBV literature has been static in concept, there are also critiques on the term 'human resources' because human beings are perceived as a static resource or asset, albeit all efforts to dynamize it. For instance, Hansen et al. (2019) state that only a few studies show how human resource architectures and systems are useful in crises or turbulent and complex environments (Teece, 2020).

In this sense, some early work to incorporate RBV into strategic HRM, such as Liu et al. (2020), through dynamic capabilities and the KBV, already brings the term of people management practices to the front. More recently, Wright and Ulrich (2017) have also frequently used the term people interchangeable with human resources in their review of the strategic HRM journey, although the former has not been explicitly conceptualized. Indeed, people management has risen to provide broader and more inclusive meaning, integrating different perspectives. A brief check on the rise of people management in practice is evidenced by a search on Google on December 2nd, 2020.

People management is more oriented to people-centric organizational leaders with a focus on a broader business and more strategic context (Sparrow et al., 2015), thereby offering them two additional roles for dynamic capabilities creation: a strategic decision-making role as top management sets strategic knowledge and learning-oriented direction and adds value (Teece, 2020) and a policy delivery role as leadership influences employees' attitudes and behavior and gives direction through culture and social capital network. Based on the works of Wang and Zhang (2019), we extract four elements as core practices of people management from a knowledge worker perspective to function in the new dynamic context: leadership, culture, learning, and networking.

We consider people management to function more effectively in a highly dynamic context, where evidence that a holistic vision and dynamic approach is more helpful for strategic direction setting than a specialist perspective (Smith & Johnson, 2020). Leaders as strategic decision-makers play a critical role in the interplay between people, knowledge, and strategy. As strategists, they are "nodes of imaginative leadership and influence in the complex of heterogeneous emotionally and politically charged knowledge systems which comprise our socially constructed reality". Culture is proposed as a key people management element for knowledge sharing, though it has already been emphasized earlier as a source of sustained competitive advantage for being valuable, rare, and imperfectly imitable, in

fostering firms' innovativeness and flexibility. In a new dynamic and open environment, networking has also been addressed as critical for knowledge sharing and transfer, with learning as a knowledge internalization process by Liu et al. (2020) and a strategic element in dynamic emerging markets.

### 2.1.1 Strategic Resource

The Resource Based View states that the strategic resources are bound to enjoy returns that are greater than the average, preserving the sustainable competitive advantage to the firms having these resources (Cooper et al., 2020). The explicit type, size and nature of these strategic resources define the profitability of a firm. To assimilate, synchronize, and activate those resources and capabilities effectively, a firm needs to possess tacit knowledge that is rooted in the firm's internal procedures. Specific knowledge of the firm is reflected as a significant strategic strength that would be positively linked with greater levels of performance. From this perspective, a new concept of strategic importance in the context of strategic management (Sharma et al., 2019).

The Knowledge-Based View of a firm, is initiated. Referring to the studies conducted by Farndale and Paauwe (2018), knowledge is the information which is related, executable and based, at least somewhat, on experience. Due to the inclusion of circumstantial material, mounted experience, values, and expert understandings, knowledge decreases ambiguity deduced that knowledge is the most influential and powerful capability of a firm. A new, knowledge-based economy was a phenomenon that was attributed by Gupta and Singh (2017) in terms of an investment in employees, research activities, building customer relationships and administrative system. In the context of the knowledge based view, intellectual capital was referred to as the resources that were associated with knowledge, and were supposed to be the key drivers for superior firm performance. The importance of Intellectual Capital (Johansson et al., 2018).

This perspective suggests that a firm's unique internal resources are the critical determinant of strategic competitiveness. If a firm's resources are unique, difficult to imitate, and without close substitutes that competitors can adopt, they will create competitive advantage. When these conditions are maintained over time, the firm's resources will create the foundations for sustainable longterm competitive advantage. International competition has increased the accessibility that customers have to products around the globe. Intense competition has called for a concerted effort to build strategic action through the process of environmental evaluation, developing a set of strategic plans and implementing those (Jones & Brown, 2018).

Based upon the above literature, components of strategic resources under the Resource Based View are categorized into three categories: physical capital resources, human capital resources and organizational capital resources whereas, as per the IC based view, strategic resources only include human capital resources and structure capital resources. Therefore, the IC based constituents are in accordance and consistent with the Resource Based View. alongside other associates at the Austrian IC Research Center, augmented the significance of the IC, by building a technique to quantify firms' IC, which is now generally called the "Value Added Intellectual Coefficient". The scheme

was further advanced by Kim and Park (2021). The productivity and efficiency of the value addition in firms' total resources is effectively monitored and evaluated by this technique. This method is regarded as a robust approach to calculate the contribution of each of the strategic resources physical, financial, human, and structural which add value to the firm. This method assumes that a firm is not a constant system, rather a dynamic and ever varying system, where employees are considered a prime resource for creating value for the firm. Firms equipped with knowledge intensive resources are more competitive, as compared to those which do not have access to such resources (Laudon & Laudon, 2020).

### 2.1.2 Strategic Systems

Strategic and systems thinking are closely related: both are concerned with looking at the big picture, with taking a long view of things, with seeing both the woods and the trees. Strategy could be said to be about forming a view of where you want to be by a particular time and then planning how to get there (Lee & Kim, 2017). Systems thinking is a way of seeing the world and how things in it are related, a way of seeing things which not only informs our view of the future but also our plans about how to get there. Strategic Thinking In brief, strategic thinking is a way of seeing the world in terms of the large picture, the underlying patterns, the future, and in terms of the environment or context. Strategic thinking often includes visioning as well as planning for implementation and, at organisational level, it usually includes thinking about the purpose, values and processes as well as the people and other resources (Lee & Kim, 2018).

Strategic thinking is often characterised by such processes as environmental scanning (keeping abreast of what is happening 'out there' in the world of health and beyond), SWOT analysis (the internal strengths and weaknesses and the external opportunities and threats to the organisation), the development of mission statements (summarising the intent or purpose of the organisation) and the subsequent development of goals and performance targets (Menzies & D'Souza, 2020). Strategic thinking is usually characterised too by relatively formal efforts to measure and review performance so that the drivers of good and/or bad performance are identified and sustained or resolved. In brief, systems thinking holds that everything is either a system itself or a part of a larger system. A system is a set of components which work together for the overall objective of the whole (Lee & colleagues, 2020).

The health services can be seen as a system for delivering health, with health boards, hospitals and nursing as some of the subsystems of that whole. We can also choose to focus on nursing alone, in which case nursing could be seen as a system of caring for patients (Fletcher-Brown et al., 2021). A basic precept of systems thinking is that, in considering any problem or strategy, the whole should be our primary consideration, and the parts a secondary consideration. In other words, the whole (the system) is greater than the sum of its parts and it can only be understood as a totality looking at the elements in isolation from the whole will only lead to less-than-perfect (or sub-optimal) problem solving. The benefits of adopting a systems thinking approach are especially relevant to leaders of large and complex organisations because systems thinking allows us to see things in all their complexity, in all their fuzziness. Systems thinking is different to

the way in which most of us in the northern hemisphere have been educated to think typically we will have learnt to think by relying on critical analysis, linking cause-and-effect, reducing or breaking everything down to its constituent elements, trying to understand the whole by looking at its parts (imagine trying to understand a car by just looking at its wheels or engine). Whereas this type of analytical or reductionist thinking is very useful in many instances, it is not enough at the strategic level (Garavan et al.2018).

The strategic management process starts with an in-depth evaluation of the internal organizational environment and the external environment. The evaluation is a component of SWOT analysis (internal strengths and weaknesses, external opportunities and threats) (García-Villaverde et al., 2018).The main components of an internal analysis are the firm's resources (such as premises, machinery, financial capital, human capital, and distribution networks), which can be combined and developed into capabilities. Examples of capabilities are developing innovative technology products, reducing the time to market, creating more efficient distribution channels and retail outlets, capturing the consumer's attention through marketing, and managing customer relationships for long-term brand loyalty. Capabilities are converted into core competences, which are difficult to imitate and lead to a position of competitive advantage. An internal analysis evaluates how they can be developed to continue creating competitive advantage for the firm (Ongeri & Osoro, 2021).

The external microenvironment consists of variables that are beyond the control of an organization, but require analysis in order to realign corporate and marketing strategy to shifting business environments (Glyptis et al., 2021). Firms are affected by forces that can be political, economic, social, or technological (summarized in the mnemonic PEST) as well as legal, ecological, demographical, ethical, or regulatory: Planning strategic activity. A comprehensive set of strategic plans would include roadmap for the firm's business-level, corporate-level, competitive, international, collaborative, and acquisition strategies. Business strategy is formulated around the customer perspective and aim for leadership and differentiation in both product and pricing policies. The business level strategy defines which customer segments and needs will be addressed, and how the customer need will be satisfied (Ongeri & Osoro, 2021).

### 2.1.3 Strategic Culture

Corporate strategy defines how the firm can widen its scale of operation from a single business to a portfolio of businesses, operating in international markets. The strategy helps companies with strategic positioning of their products and brand. Competitive strategy focuses on how their will defend and protect its resources, capabilities, and core competences that have created its current competitive advantage. This part of the plan includes reactive strategies that preserve the current core competences, and proactive responses that develop the firm's competences even further. International strategy defines which products and businesses are assigned to different geographic regions and countries (Hansen et al., 2018).

International corporations are observed to use three types of international strategies: national, global, and transnational. National strategy is created for each country in which the firm operates (Ongeri & Osoro, 2021). The strategy is sensitive to the national context and builds on the knowledge of the local

competitive landscape. It defines the products, pricing policies, distribution strategies, and advertising campaigns for each country. National strategies may include country-specific procurement policies, manufacturing, and human resource management. National strategies are instrumental in creating the core competences of a firm which are later aggregated into global and transnational strategies. When a firm operates in several countries, the complexity of handling too many national strategies would lead the firm to introduce a more harmonized global approach (Harsch & Festing, 2020).

The link between strategy, people management, and organizational culture is a neglected area of research, even though organizational culture is a key factor of the internal organizational environment and has a great bearing on strategic issues (Ongeri & Osoro,2021). While HRM serves to attract, retain, motivate, develop, and use human resources in a firm, organizational culture serves to mobilize, allocate, and leverage resources in achieving company goals through values, rituals, behaviors, management systems, decision criteria, and visionary planning. It is especially highlighted in new highly dynamic contexts with elevated ambiguity and volatile levels, where culture is considered the foundation on which dynamic capabilities are built (Teece, 2014a) to mutually reinforce leadership effects with strategy management. Various leaders of Chinese technology firms, including Alibaba, Lenovo, Huawei, and Tencent, have emphasized the importance of corporate culture to navigate in the new competitive context of emerging markets with dynamic, changeable, and uncertain business environments (Zhang-Zhang et al., 2020).

In brief, culture as a key SPM composition emphasizes external knowledge acquisition and creation to learn and innovate, as well as internal knowledge sharing and participative management to facilitate internal change and innovation. Ongeri and Osoro (2021) claimed that people management systems may create cultures or mindsets to enable the uniqueness of capabilities and sustain them. A learning-developmental-oriented culture is important to adjust to shifting business demands in a dynamic business environment and equip knowledge workers for this constant transformation. Considering learning as a knowledge internalization process (Liu et al., 2020) facilitates not only the creation of future strategic alternatives based on internally generated or externally acquired knowledge, but also the creation of capabilities that continually track, align with, or provoke the changing marketplace.

This is why Katou et al. (2021) suggests corporate culture as a set of core values about how to treat multiple stakeholders such as employees, customers, suppliers, and others to foster innovativeness and flexibility in firms, leading to sustained superior financial performance. While the conceptualization of culture is complex, organizational culture is often built upon the tension between external adaptation and internal integration to make knowledge flow. In proposing people management practices to foster knowledge sharing, they suggested that culture as a key factor with the following elements: knowledge-sharing norms, culture of caring such as trust and cooperation, high band-width communication, egalitarianism, fairness, and perceived support. Since innovation lies at the heart of organizational knowledge creation, organizational culture needs to be innovation-learning

oriented to make knowledge the basis of a dynamically developmental firm (Ongeri & Osoro, 2021).

Culture reacts to the external environment and its changing conditions and demands, and an innovation-learning oriented culture is open, adaptable, and developmental, suitable to encourage continuous learning, sensing, and exploring opportunities in the new and dynamic external environment (Knies et al., 2021). The organization must be willing to accept the demands for incessant learning and improvement and the risks associated with VUCA contexts and have values in place to facilitate the change that leaders initiate. Internally, organizational culture enables coordinated interactions among different units inside an organization to effectively learn, transfer, and generate knowledge, tolerating a hyper ambiguous context where uncertainty is certain. Core cultural values are widely shared within an organization through basic common assumptions to interact internally and externally among different groups of interest to ensure efficiency, productivity, and smooth coordination (Malik et al., 2021)

#### 2.1.4 Performance of Private Health Facilities

In time, remember to complete the 'double loop' learning too, in other words, review the value that the measurement of performance/quality is adding so that the measurement system can be improved (Marsilio & Prenestini, 2020). Make sure that you are clear in your own mind about what weighting you give to the three different functions of performance measurement, to encourage and enable learning and development, to ensure better and earlier control and problem identification, and to account for performance for 'external' purposes such as accreditation, quality assurance, Freedom of Information, etc.). If your real motivation for delegating accountability is to ensure better control, make this explicit (quality control is a legitimate function of management). Don't try to 'fudge' your motivation by 'selling' performance measurement on the basis of its developmental function only or by saying that there is no choice but to introduce it as, sooner or later, you'll be caught out and significant resistance is likely to result (Ongeri & Osoro, 2021).

Set medium-term and longer-term objectives as well as short-term (service plan) goals for yourself and for your team, and identify the markers that will tell you whether or not you're getting closer to the achievement of those objectives (Mayrhofer et al., 2019). If you are not already doing so, set aside time with your own nursing management team to review your (collective) performance in managing nursing and nurses within your organisation. Do this regularly (you could aim to do it on a monthly or quarterly basis), give it enough time, and really try to identify the 'drivers' of your (collective) performance, the critical success factors of your management of nursing and nurses. Ask each unit in your hospital/organisation to identify benchmarks for itself clinical, management and service user-related. Ask them to start measuring their performance in relation to these benchmarks

and arrange for benchmarked performance to be compared (in as far as possible) across the hospital/organisation and with other hospitals/ organisations (Marsilio & Prenestini, 2020).

Researchers have long studied the relationship between strategic planning (deliberate strategizing) and organizational performance. The planning construct has been measured in terms of comprehensiveness, number of planning-related documents, and level of formality. Strong positive relationships between planning and performance are noted in some studies although other studies have revealed contradictory results. Meta analyses of the planning-performance relationship have also revealed contrasting findings. Methot et al. (2018), found that the association was weak, whereas they found the association to be strong. They concluded that the relationship was positive and significant, albeit weak. It has been suggested that this discrepancy is caused by methodological issues in examining the planning-performance relationship

### 3.1 Methodology

Descriptive research design was used since it sought to answer the questions concerning the causes of the problem (Coopers & Schindler, 2011). The study used descriptive research design where they employed qualitative approach to gather information as to how private health facilities are utilizing strategy implementation practices to attain organizational perform. Both primary and secondary data was collected.

#### 3.1.1 Strategic People

Respondents were requested to give their opinion on the variable Strategic people. From table 1.1 the respondents unanimously agreed that Strategic people ensured performance of private health facilities and periodic review in Trans Nzoia County in Kenya viable with agreement of a mean was 3.742, and Standard Deviation of 1.0600; Through their experience in Trans Nzoia County the respondents gave neutral response with a mean of 3.533 and Standard Deviation of .9200; their skill has contribution to the quality and innovation of the strategic people with strongly agree a Mean of 3.903, and Standard Deviation of .9005; level of education in Strategic people it is important to put in place and maintain procurement the respondents gave a strongly agree with a Mean of 4.061, and Standard Deviation of .8749; The management of Trans Nzoia County in Kenya implements performance of private health facilities award the respondents disagreed with a Mean of 3.541 and SD=1.3018); and Strategic people enhances performance of private health facilities at Trans Nzoia County in Kenya, they agreed with a Mean of 3.566, Standard Deviation of .7015. This finding agrees with the findings of Nyile *et al.* (2022) who observed that clear description of Strategic people, enhance effective performance of private health facilities in Trans Nzoia County, Kenya.

**Table 1.1: Strategic People**

Statement	Mean	Std. Dev.
My In Kenya ensures their experience Sharing through Real time basis	3.370	1.060
Through their skill in Trans Nzoia County Kenya has been able to make decisions on timeliness	3.531	.9200
Level education has contribution to performance of Trans Nzoia County, Kenya	3.903	.9005
By Quick, frequent & accurate strategic resources	4.061	.8749
It is important to put in place Strategic people		
The management of strategic evaluation in virtual integration	3.541	1.3018
Strategic people enhances performance of Trans Nzoia County, Kenya.	3.566	.8012

**3.1.2 Strategic Resources**

From table 1.2, respondents agreed that: The Trans Nzoia County in Kenya considers Strategic alliances on strategic resources with a mean of 3.551 and Standard Deviation of .8313; A strategic resources is likely to circulated based on tender period on performance of private health facilities in Trans Nzoia County in Kenya agreed with a Mean of 4.033 and Standard Deviation of .8709; how misappropriation is affecting performance of private health facilities in Trans Nzoia County in Kenya the respondents were neutral with a Mean of 4.041 and Standard Deviation of .7303; Through misuse of resources towards performance of private health facilities in Trans Nzoia County in Kenya; the respondents strongly disagreed with a Mean of 4.111 and Standard Deviation of .7118; allocation and performance of private health facilities access to bids in the earliest possible has improved performance of private health facilities in Trans Nzoia

County in Kenya, the agreed with a Mean of 4.094 and Standard Deviation of .8006; Online strategy has enhanced performance of private health facilities in Trans Nzoia County in Kenya, the respondents gave a strongly agree with a Mean of 4.252 and Standard Deviation of .8166 . These findings was in agreement with the findings of Ongeru and Osoro (2021) that the goal of Tender proactive planning is to ensure performance of private health facilities in Trans Nzoia County in Kenya. Effective strategic resources minimizes or eliminates problems and potential claims and disputes. This results agrees with the finding of Ominde et al. (2022). It is essential for strategic resources to understand the provisions of the strategic evaluation, have the ability to perform to all practices involved, and maintain control over the performance of private health facilities in Trans Nzoia County .

**Table 1.2: Strategic Resources**

Statement	Mean	Std. Dev.
In private hospitals we considers misappropriation on performance of private health facilities in Trans Nzoia County in Kenya	3.550	.8313
Early misuse of resource affects performance of Trans Nzoia County in Kenya	4.030	.8707
Allocation of resource can enhances Performance of Private hospitals in eastern region in Kenya	4.041	.7303
Strategic resources enhances performance of Trans Nzoia County in Kenya	4.111	.7118
Proper process enhances performance of private hos in Trans Nzoia County in Kenya	4.094	.7006
Stability of process can boast procurement performance of private health facilities in Kenya	4.252	.9166

**3.1.3 Model of Goodness Fit**

With an R-squared of 0.871, the model shows that Strategic people, strategic resources, Strategic systems and Strategic culture an contribute up to 87.1% on performance of private health facilities in Trans Nzoia County in while 22.9% this variation is explained by other indicators which are not inclusive

in this study or model. A measure of goodness of fit synopsis the discrepancy between observed values and the values anticipated under the model in question. This finding is in line with the findings of Mwakubo and Ikiara (2007).

**Table 1.3: Model of Goodness Fit**

R	R2	Adjusted R	Std. Error of the Estimate
0.786	0.871	0.732	0.063

**Summary**

In summary this study found that Trans Nzoia County in Kenya through Strategic people, strategic resources, strategic culture and strategic systems review on viable impact towards improvement of performance to private health facilities in Trans Nzoia County. The study also found that through Strategic people the In Kenya has been able to make rational decisions on priority and non-priority evaluation Strategic people has further contributed to quality and innovation of the planning team. By using Strategic people and the implementation of strategic evaluation on performance of private health facilities in Trans Nzoia County can lead to the prevention dispute resolutions. Strategic people enhances Performance of private health facilities in Trans Nzoia County in Kenya. That can be explained that clear description of processes and setting Strategic people, suitable methods of using vital lessons from evaluating strategic 's goods, works or services, precise definition of roles evaluation team or committee 's knowledgeable enhance effective Strategic people process. The study established that Trans Nzoia County in Kenya, have proper Strategic people in place. Early inspection of goods, works or services has resulted to cost reduction in supply chain practices.

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