Influence of Record Management on strategy Implementation in Public Hospitals: A Survey of Ministry of Health Facilities in Lari Sub-County, Kiambu

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Abstract

Internationally, despite application of strategic management in organizations, there is evidence of a high rate of failure of strategy implementation in public hospitals. The adoption of the strategic planning practices has not recorded direct encouraging indicators as anticipated in the hospitals. The study sought to examine the influence of record management on strategy implementation in public hospitals in the ministry of health facilities in Lari Sub-County, Kiambu. A descriptive research design guided this study. The target population was 121 members of staff in Lari Sub- County health facilities and a sample size of 92 was selected from the target population using cluster sampling design. Data was collected using questionnaires. Regression analysis was carried out to determine the relationship between dependent and independent variables. The results indicated that record management is statistically significant - (r=0.378, p=0.000) in strategy execution in public health facilities in Lari Sub- County, Kiambu. The findings also revealed that a unit change in record management would influence the implementation of the strategy. The study recommended that records management be considered as an important factor in strategy implementation, particularly in the healthcare sector, where the records define how resources are allocated and how patient's care is executed.

Keywords: Strategy Implementation, Records Management

1.0 Introduction

Strategic management is an art and science involving both quantities and behavioral sciences in management. It includes a variety of methods and disciplines with the objective of supporting firms and organizations to be successful by becoming more distinctive with a goal of achieving competitive advantage (Pournasir, 2013). The Strategic Management Plan forms a criterion of decisions and actions that lead to the development, delivery, control and monitoring plans targeted at meeting an organization's vision, task and strategic objectives (Pearce & Robinson, 2008).

In the literature, the term "implementation" is not usually properly defined, however it can be characterized as "putting something into practice," "realizing," or "enacting" something (Miller & Hickson, 2004). Cater and Pucko (2010) alludes to that strategy execution is a significant driver of strategic management's rise in the late twentieth century, however most large organizations struggle to execute their strategies (Zaribaf & Bayrami, 2010). In contrast to strategy creation, strategy execution involves teamwork within the organization and, in many cases, stakeholders from outside the firm. Though strategy development is often a top-down process, execution necessitates bottom-up, top-down, and cross-efforts (Cater & Pucko, 2010).

Strategic management tends to demand and consume time in order to obtain the best results from plans those managers and organizations implement in order to achieve the best results; these demands include the ability, creativity, and effectiveness of managers in order to empower the process, which involves converting strategic plans into actions and results. Managers must be able to enable organizational transformation, encourage employees, develop and strengthen organizational competencies and competitive abilities, create and nurture a strategy-supportive working environment, and meet or exceed performance expectations (Mutuvi, 2013).Strategic plans entail determining what an organization will have to do in the future that is different from its current condition or better than where it was previously, and must be established by management, (Thomson, Strickland & Gamble, 2016). Every organization seeks to accomplish its vision by embodying its purpose, which, according to Mutuvi (2013), is only feasible if strategic managers translate their ideas into practical actions.

Public Hospitals in Kenya

Health care in Kenya is managed and governed through the ministry of health and devolved to counties. Public hospitals have been the mainstay of the provision of healthcare in the country catering for more than 80% of the population (GOK, 2014). Regulations and structuring of the Kenyan healthcare system is in a step wise manner where complicated cases are referred to a higher level regulated by the Ministry of Health. The structure consists of dispensaries and private clinics, health-centers, Sub- County hospitals, nursing homes, County referral hospitals, Mission Hospitals, private hospitals and National referral hospitals. Gaps in the public health system are filled in by private and church run health facilities. The provision of healthcare in Kenya faces numerous challenges top of which are lack of universal access and improper healthcare financing (WHO, 2010), exacerbated by a number of health challenges for Kenya with persistent high burden of infectious disease, including malaria, HIV/AIDS, and tuberculosis and the latest Covid pandemic that necessitated the need to readjust health care priorities.

Public Hospitals in Lari Sub- County, Kiambu

The Lari- Sub-County has 17 public health facilities located in the western parts of Kiambu County in Kenya, the major shopping centers having the Hospitals and health facilities being Kijabe, Kirenga, Nyanduma, Kinale, Kimende, and kamae, Escarpment, Lari and Kambaa among other smaller shopping centers. The Hospitals are managed and governed as stipulated by the MOH guidelines and devolved to suit the Sub- County health needs.

As in every sub-county in Kenya, the disease burden, the cost of therapy and access to treatment all serve as a wake-up call for all healthcare providers to establish programs that inevitably enable service quality improvement. This task has difficulties in terms of developing effective strategies and implementing them. As institutions, public hospitals encounter challenges in implementing their strategies due to a variety of issues. Private and mission hospitals provide an alternative to public hospitals' deteriorating service quality.

2.0 Statement of the Problem

Over the years, organizations have viewed strategic implementation the same as strategic formulation process. Jooste and Fourie (2009), states that strategy formulation is the key to superior organization performance and on the contrary, strategy implementation failure rate is highly documented among scholars. For instance, Barnat (2014) alludes that successful implementation of strategic leadership style could significantly determine strategic direction an organization is taking.

In Kenyan government hospitals are managed and directed by the ministry of health then devolved to counties and to sub- counties and hence all activities are coordinated and executed as per the government protocols and guidelines. The Lari sub county health facilities management though autonomous follows directives from the ministry of health but its strategic planning and implementation is locally formulated as per the sub county health needs which at times may often be in conflict with the county and national strategy of the ministry of health. This can pose a significant challenge of relationships, structures and decisions with considerable impact on strategy execution within the subcounty.

Strategy implementation in health facilities that includes dispensaries, health centers and Hospitals remains a test. Strategic choices were seen to bring about a rebuilding of the firm that should yield predominant serious execution. In spite of the significance of strategic arrangements in the organization, the way toward in figuring a strategy that is steady just as making the strategy work has end up being trying to the organizations. There are a few factors that impact the achievement of strategy process, from individuals executing the strategic plan to the frameworks or components set up for organizing coordinating, controlling and backing (Li, Guohui, & Eppler, 2008).

As a result, efficient record handling, especially in health facilities, was not properly done as a vital administrative duty. In particular, it looks difficult to provide adequate, appropriate and timely information. The problem is alarming given that the health facilities are regarded as lifesaving centers to the basic units of the community and continuity of care and accountability in the health provision is paramount. This study was therefore carried to address the influence of

record management on strategy implementation in public hospital, with specific focus on the ministry of health facilities in Lari Sub-County.

3.0 Study Objective

The study objective was to determine the influence of record management on strategy implementation in public hospitals, Lari sub-county, Kiambu.

4.0 Literature Review

The Records Continuum Model

This review takes advantage of the records continuum model since it includes an assessment of the records management practices and their value in the organization. The study decides on this model as opposed to various approaches, when it examines the specific records management practices on a continuum beginning when records are taken up. Such a continuum makes the information about the records management activities and their importance in different organizational cycles. Xiaomi describes Records Continuum as a continuous and enunciated management cycle from the development of records through to the use and protection of the chronicles of organizational records (Coetzer, 2012).This model displays the fine practices of record management from when files are developed, records mapping and archive management. In this concept, directors and entire management team assume essential aspects across the entire record management era. This enables recording in the proper configurations with the correct data, recording arrangement for their use, exact aura of repetitive records and records protection and assurance. The root of this approach was in Canada and was then welcomed and established in Australia under all circumstances. The model was the brainchild of Frank Upward and presents a graphical representation apparatus that addresses concerns surrounding the links between filers and record supervisors, the present, the past and the future (Coetzer, 2012).

The model argues that there are no further progresses in a continuum as record management is a non-stop loop where one component of the interaction continually enters another. The model also emphasizes that recording experts are essential and should be linked to the data frameworks' phases. According to Saffady (2011), in this model there are four actions related to the cycle of records and chronicle administration. The following activities include: Recognizable evidence and receipt: Records generation is a record management activity whereas file management identifies with document security and determination. This interaction entails arranging records into a lawful framework.

Document management activities include the depiction and chronological plan. Access: Activities in records management include record preservation and utilization. Activities linked to chronicle management access include file portrayal. Current control: acts identified with effective control in records management include removal and deletion of records and transfers of records to public documents. Again, tasks that connect with actual monitoring in document management include file protection (Coetzer, 2012).

The basic standards of this model relate to the idea of the procedure with record estimates. As these standards illustrate, records are essential for the conditional, memory and proof objectives. Records also manage a combined approach to recordkeeping or filing. Other primary standards consider records as cohesive and not as actual elements, regardless of how

electronic or paper-based they are structured. Standardization of chronicling advises that record keeping or entry into cultural and business cycles and purposes be reconciled (Coetzer, 2012).

The continuum model can be significant in application of the current study to records management measurements recognized in a written survey starting with the production of records to their disposal. The concept also emphasizes the role of record leaders in the powerful management measure of records. The written survey distinguishes cycles such as the selection of a records management and data consultation group. This approach underlines that records management professionals are reasonable to take records management periods together. The model also identifies the results of viable management of records as complete exchange, memory and evidence. Management of powerful records takes on big elements, like identifying and safeguarding, actual control, academic control and access. These variables are fundamental in the entire organization given that these cycles are essential for organizational management. For example, organizational exercise and property management must be conceivable through the proof arrangement recorded in the papers of the organization. This model is therefore important for this inquiry as it stresses the sustainable management of records that is important for the successful implementation of thestrategy.

Empirical Literature Review

Record Management and Strategy Implementation

According to Raja and Kasim (2001), record management is a study of the estimation of records, with the goal of recovering data estimates as quickly as can be expected, the right data at the appropriate location and at the right moment. Due to the overwriting of data, archives and records, there is usually a beneficial record management in a form of report. The presence of these records in a form of paper requires the entire interaction of data management to be physically handled. Studies revealed the need for quality records management rehearsals between government agencies in Malaysia. The Neighborhood Contemplates had nullified the quality records of the organizations with regard to individual rights from the point of view of creation, maintenance, identification, maintenance, storage and air conditioning. Not only does a quality control management course of action lead to a lack of consistency throughout every single quality record, it also disseminates the energies of individuals in the company whose principle is not the management of records, but rather the management of tasks. Furthermore, since records are not used, oblivion of records problems is wild. Consequently, ideas for improving important use of the management of value records are essential to further improve this cycle (Raja & Kasim, 2001).

While the data, records and documents are gathered, the study of records management is tied in with attempting to comprehend for what reason is that organizations have various degrees of execution and achievement in dealing with this. Strategy definition and execution in dealing with this arrangement of records management is tied in with recognizing the results (for instance, speedy access of data with least expense) a pioneer in the organizations needs their firm to accomplish, choosing the best course for accomplishing these results and undertaking all the activities important to really accomplish the results. Subsequently, data management in this center served the organization as among others, the main resources that organization should deliberately oversaw (Raja & Kasim,2001).
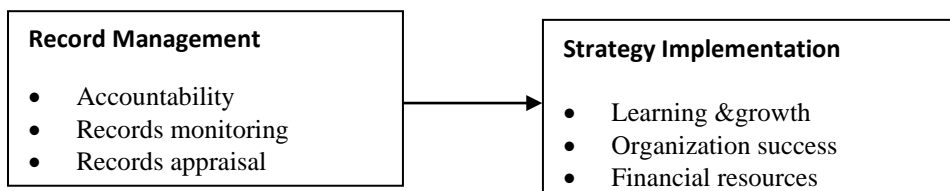
Records are essential instruments in each organization, especially for fundamental dynamics and managerial dynamics. The data in the organizational records is vital to the company's business exercises. Without data, an organization is particularly dynamically weakened. Worldwide, organizations are expanding their structure at extraordinary rates due to mechanical progress and population expansion (Abdulrahman, 2015). Basically, the organizational challenges of organizing, monitoring and control are also increasingly being met by the necessity for greater records management practices amongst institutional managers, educators, strategic producers and organizers.

Several researchers have attempted to define the word "records management. "Bakare, Abioye, and Issa (2016), for example, define records management as an area of management concerned with the systematic control of record generation, reproduction, usage, maintenance, and disposition. Bakare, Abioye, and Issa (2016) go on to say that record management is divided into three stages: current, non-current, and semi-current records. The current phase necessitates the regular development and usage of records. The non-current stage entails a process in which documents that are no longer in use are appraised and sent to the archives. The semi-current stage, on the other hand, includes the immediate phase, which includes the use of records on occasion.

Effective records management is indisputable when it comes to excellent organizational outcomes. Various authors have looked into the need of competent records management in various situations. Danso (2015), for example, assesses records management procedures in Ghanaian health facilities and their advantages in terms of good records management. The authors claim that information is an organization's most fundamental and vital asset. As a result, collected data is a valuable asset that requires careful management by the company. In order to ensure quick access to information and the regular removal of unnecessary information, efficient record management is essential (Danso, 2015). It also enables businesses to meet their financial and legal obligations. The preservation of records in public institutions ensures that these organizations can be held accountable for their acts and that policy evolutions can be tracked by the public, access to important information that can aid future decision- making is also made possible via record management.

Conceptual Framework

The conceptual framework displays the connection that exists among the variable and autonomous factors (Mugenda, 2003). The independent variable under study was record management while the dependent variable is strategy implementation.

Record Management		Strategy Implementation
• Accountability • Records monitoring • Records appraisal	→	• Learning &growth • Organization success • Financial resources

Independent VariableDependent Variable

Figure 1: Influence of Record Management on strategy Implementation

5.0 Research Methodology

The study adopted descriptive research design since it best attempts to describe conditions of the present scenario by using different subjects to fully describe the phenomena (Westfall &Stasch, 1990). Information was obtained without any manipulation or change in the environment. The descriptive research design was used to obtain information concerning current status of a phenomena and to describe what exists in respect to variables and conditions by providing answers to questions of who, what, when, where and how associated with the strategic implementation in public hospital in Lari Sub County.

The target population of this study was 121 staff who comprised of top management that include sub-county MOH, pharmacist, nurses, managers, clinical officer in-charge while middle management comprises of managers and in-charges in health centers and dispensaries and operational staff are the general employees performing daily duties.

Table 1 Target Population

Category	Target Population	Percentage %
Top Management	11	7
Middle Management	25	21
Support Staff	85	70
Total	**121**	**100**

Source: Researcher(2021)

The study adopted cluster sampling design because the target population is categorized into groups of different levels of management.

According to Mugenda (2003) a cluster focuses on a homogenous characterized group and can represent other groups in the same class. Therefore the clusters were divided into three levels.

To arrive at the sample size the study employed the Yamane formula (1967) to determine an

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

optimal sample size (n) based on a known population size(N).

Where,

n = sample size, N = population,

e = significance level (0.05).

Therefore;

$n = 121/1 + 121(0.05)^2 = 92.$

Therefore, the sample size for the study was 92 respondents.

According to Kothari (2014), sample size refers to a representative sample of the complete population. Punch (2009) defines a sample as a subset of a larger population that is studied and drawn from, from which data are collected and analyzed and inferences about the population are drawn. Wiersma (2005), states that the appropriate sample size should be large enough to ensure data's validity and reliability. Cohen (2007), on the other hand, believes that an exact sample size exists. Rather than that, the sample size should be determined by the study's goal and the characteristics of the population.

Table 2 Sample Size

Cluster	Target Population	Proportion
Top Management	11	8
Middle Management	25	19
Operational Staff	85	65
Total	**121**	**92**

Researcher (2022).

A questionnaire was adopted as a tool for collecting data. A questionnaire is more reliable because the data collected is purely primary data and fresh from the field. The questionnaire was semi structure making it fit for the study.

Preceding the assortment of information the researcher sought for authorization from St. Paul's University and NACOSTI to be permitted to conduct the study in Lari Sub-county, Kiambu. Additionally, an endorsement letter was issued by St. Paul's University to demonstrate that the research is meant for academic purposes. The letter was also presented to MOH in Lari Sub-County office and authorization and permission granted by the sub-county MOH through the county MOH.

Questionnaires were hand delivered and handpicked while explaining to the respondents the reason for the study and due to the delicate nature of the data the researcher applied utmost confidentiality of the respondents. The researcher utilized an exploration partner to circulate and gather the questionnaires for investigation.

Data collected was coded, edited and analyzed using Statistical Package for Social Sciences (SPSS) version 20. Quantitative information was examined descriptively utilizing proportions of focal inclination; which include mean, median and standard deviation. For ease of

analysis the researcher analyzed the data collected in terms of objectives to answer the four study questions. The findings were presented using tables.

The research regression model is depicted below.

$Y = \beta_{0+} \beta_1 X_1 + \acute{\varepsilon}$

Where,

Y = Strategy Implementation X_1 = Record management

$\acute{\varepsilon}$ = Error Term.

β = Regression Coefficient

β_0 = Point of intersection on the Y axis (Constant)

6.0 Research Findings and Discussions

Descriptive Analysis

Whether Records Management affect Strategy Implementation

The respondents were asked the effect of record management on strategy implementation in public hospitals. The responses are indicated in table 3.

Table 3 Whether Records Management affect Strategy Implementation

Category	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	71	84.5	84.5	84.5
No	13	15.5	15.5	100.0
Total	84	100.0	100.0	

Researcher (2022)

On whether records management affects strategy implementation in the hospitals, 84.5% stated that effective record management played a major role while 15.5% were of the opinion no. The respondents indicate that the hospital records were not fully automated and retrieve of documents sometime took too long. This statement concurs with Coetzer (2012) who stated that records management is a critical component of information management and should be easily retrieved.

Importance of records Management on Strategy Implementation

The respondents were asked the important of record management on strategy implementation in public hospitals. The responses are indicated in Table4.

Table 4 Importance of Records Management on Strategy Implementation

Category	Frequency	Percent	Valid Percent	Cumulative Percent
Very Important	26	31.0	31.0	31.0
Important	21	25.0	25.0	56.0
Less Important	17	20.2	20.2	76.2
Not Important	11	13.1	13.1	89.3
Not sure	9	10.7	10.7	100.0
Total	84	100.0	100.0	

Researcher (2022)

On whether record management played an important role on strategy implementation in the hospital, 31% said it played a very important role, 25% represented important, 20.2 represented less important, 13.1% not important while not sure was represented by 10.7%. The respondents indicated that the hospital should have proper record management that will promote strategy implementation.

Record Management on Strategy Implementation in the Public hospitals

The study sought to establish the effect of record management on strategy implementation in public hospital. The results are indicated in table 5.

Table 5 Record Management on Strategy Implementation in the Public hospitals

Statement on Record Management	Mean	Std. Dev.
The hospitals have proper record management	1.82	1.14
Records in the hospital are monitored on a continuous basis	1.95	1.11
The facilities have a system for managing records	1.96	1.25

The facilities have a secure method for disposal of records	2.07	0.95

The findings on whether the hospitals have proper record management, 26% strongly agreed with the statement, 21% agreed, 13% were undecided,19% disagreed while 21% strongly disagreed with the statement. The mean was 1.82 and the standard deviation was 1.14 which is lower than the average mean of 1.95 and standard deviation of 1.12 implying that the statement affects implementation of strategy in public hospitals. The statement agrees with De Wet and Du Toit (2000) who stated that adequate technology assists the organization to maintain proper records.

Based on whether the records in the hospital are monitored on a continuous basis, 28% agreed with the statement,21% strongly agreed,13% were undecided,15% disagreed while 23% strongly disagreed. The statement mean was 1.95 while the standard deviation was represented by 1.11 that was higher than the average mean implying that the statement does no positively affect implementation of strategy in public hospitals. The statement disagreed with Danso (2015) who stated that in order to ensure quick access to information and the regular removal of unnecessary information, efficient record management is essential.

The findings on whether the facilities have a system for managing records, 28% strongly agreed with the statement, 25% agreed, 11% were undecided,17% disagreed while 19% strongly disagreed with the statement. The mean was 1.96 and standard deviation of 1.25 which was higher than the average mean indicating that the statement does not positively affects implementation of strategy in public hospitals. The statement disagreed with Raja and Kasim (2001) who stated that adequate training improves the use of management records and ensures records are safely kept.

On whether the facilities have a secure method for disposal of records, 36%, strongly disagreed with the statement, 25% strongly agreed, 13% agreed, 6% were undecided while 21% disagreed with the statement. The statement had a mean of 2.07 and standard deviation of 0.95 that was higher than the average mean implying that the statement does not positively affect affects implementation of strategy in public hospitals. The statement disagreed with Coetzer (2012) who stated that proper record management is critical for safe guarding crucial information for the organization during strategy implementation.

Inferential Statistics

The model summary represented in table 6 represented regression analysis on third hypothesis. The correlation coefficient r indicates that there is a positive correlation between communication and strategy implementation in public hospitals.

Table 6 Model Summary

Model	R	R Squared	Adjusted R Squared	Std. Error of the Estimate

1	0.422	0.178	0.168	0.958

The co-efficient of determination ($r2$) value of 0.178 explains changes in strategy implementation as a result to change in communication. The standard error of estimate indicates that, on average, strategy implementation deviates from the predicted regression line by a score of 0.958.

Table 7 ANOVA Analysis

Model		Sum of Squares df		Mean Square	F	Sig.
1	Regression	16.538	1	16.538	18.022	0.000
	Residual	76.167	83	0.918		
	Total	92.706	84			

Table 8 Regression Coefficient Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.447	.367		6.670	.000
Record Management	.378	.089	.422	4.245	.000

a.   Dependent   Variable: Strategy Implementation

The value of the intercept ($ß_0$) indicates that the value of strategy implementation in public hospital when all the variables remain constant is 2.447. From the analysis one percent increases in communication increases the level of strategy implementation in public hospital by 37.8 percent. It can be stated that record management is statistically significant in explaining changes in strategy implementation at the 5 percent level of significance.

The t statistics for the variable (record management) was also within the acceptable range to support that it was relevance in the model, record management as the independent variable had a calculated t value of 4.245. This implies that has it has significance influence on strategy implementation in public hospitals. Since the p-value was less than 0.05 the null hypothesis was rejected and the study concluded that there is a significant influence of record management on strategy implementation in public hospitals.

The regression model indicated below: $Y = 2.447 + 0.378 X_1$

The findings indicate that a unit change in records management would result in 0.378 strategy implementation. Also, the variable record management was statistically significant since the p value was less than 0.05.

7.0 Recommendations

Public hospitals should promote wide understanding of strategy implementation to all the employees and ensure that there is adequate training of employees on record management and the influence of proper record management on organizational success. Modern technology should be used by public hospitals to support record management throughout strategy execution and the healthcare records should be appropriately documented and managed.

8.0 Conclusions

Records are important references, as proof in strategic resources allocation needed to demonstrate strong governance and accountability for any company. The study indicated that the public facilities lacked adequate records management processes that promotes strategies implementation. The study also concluded that records management affects strategy implementation in public hospitals.

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