

INTERNATIONAL JOURNALS OF ACADEMICS & RESEARCH (IJARKE Business & Management Journal)

Effects of Stakeholders' Involvement Actions on the Performance of NHIF Branches in Western Kenya

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Abstract

As a key component of strategic management, strategic planning plays an increasingly important role in stimulating organizational performance. How well NHIF offices in Western Kenya do in terms of meeting their mission to provide excellent health insurance to all Kenyans at a price they can afford will be gauged by the organization's commitment to, and success with, long-term strategic planning. Some progress has been achieved, but these changes still pose questions of fairness, efficiency, practicability, and long-term viability. This motivates the present research, which aims to determine how the National Hospital Insurance Fund's branches in Western Kenya region benefit from strategic planning techniques. The main objective of this study was to assess the effect of strategic planning practices on performance of National Hospital Insurance Fund in Western Kenya branches. The specific objectives of this study were to: determine the effect of stakeholders' involvement on the performance of NHIF branches in Western Kenya, establish the effect of environmental scanning on the performance of NHIF branches in Western Kenya and determine the effect of top management support on the performance of NHIF branches in Western Kenya. The study was based on three theories namely resource-based theory, Ansoff strategic success theory and strategic choice theory. This study employed a descriptive research design to carry out an investigation between performance and strategic planning practices of NHIF. The target population for the study was 195 employees from the functional departments of NHIF in Western Kenya in the eleven branches of Kisumu, Homabay, Migori, Kisii, Nyamira, Siaya, Vihiga, Busia, Mumias, Bungoma and Kakamega. Stratified sampling technique was used to select a representative sample of 145 respondents. The primary data for the study was collected using closed ended questionnaires. The study adopted Cronbach's metrics of alpha to determine the internal consistency of the instrument. Quantitative data was analyzed using both descriptive statistics (frequencies, percentages, means, standard deviation) and inferential statistics (Regression, Correlation and ANOVA). The findings showed a significant positive relationship between strategic planning practices and performance of NHIF in western Kenya, where strategic planning practices alone are able to explain 43.6% of the variance in the performance of NHIF. The study recommended that the management should promote a disciplined, results-driven approach to strategic planning. There should be a favourable association between strategy management methods and an organization's willingness to involve its employees in developing effective strategic planning processes.

Key words: *Stakeholders' Involvement Actions, NHIF, Kenya*

1. Introduction

The goal of the Stakeholder Involvement process is to create an open, two-way dialogue between the company and its constituents. Information, ideas, and suggestions are freely exchanged back and forth, and the organization's actions may be modified because of people's participation. Because this is an iterative process in which a company learns to increase its ability to engage meaningful stakeholder involvement, it is not a linear one thus; by establishing mutually respectful relationships with its stakeholders rather than relying solely on ad hoc consultations (Madeeha & Imran, 2014). Participation from key stakeholders is essential for any initiative to succeed. Participation from stakeholders can occur at various stages of a project's lifecycle, on various social scales, and in a wide variety of formats. These can include everything from providing resources to deciding on projects in advance to consulting with and empowering participants in the decision-making process. Participation is used to achieve a goal. It's a process by which groups work together on projects that have an impact on them, whether those projects are local or global in scope. Communicating the right messages to stakeholders and making sure they know how they can help the project succeed are both beneficial ways to manage their expectations and get buy-in from those involved. The success or failure of the project is important to the stakeholders, a stake, right, or ownership in something. As noted by Carol, Cohen, and Palmer (2004), rights can be either legally conferred or earned through moral or ethical means.

Stakeholders that have a rightful claim to the project's outcome must be located, and knowledge of their position and influence gained (Curley, Steve & Ricky, 2006). During phase of planning in projects, it is crucial to identify many organizations and individuals who will have a vested interest in the outcome. Once identified, effective tactics can be developed and put into practice to positively increase influence of a stakeholder. For project managers, it is an important matter of risk management.

Numerous failed projects can be traced back to a failure to comprehend the relationship between risk management along with stakeholder's management (Malunga & Banda, 2004). Stakeholder categorization methodologies have been established in order to better understand the value of each stakeholder to the project and to define the most suitable management relationship, given that the significance and support of a stakeholder depending on the situation and the ongoing challenges, and no support can be assumed. A consumer or a customer is an example of a stakeholder. According to one model (Chang, 2013); stakeholders can be divided into distinct groups based on how closely they are connected to the project and how quickly they expect to see a return on their investment.

Involvement of stakeholders in decision making is an aspect of organizational competency that is relevant to program performance. Stakeholder involvement in decision making was found to improve a company's project results. Automobile control project monitoring and reporting' stakeholder involvement helps in revealing issues with how they are performing. Stakeholder Involvement provides senior executives with an opening to exert influence over other companies and bring about alignment of structures and procedures in service of the project's vision and objective (Kinyoda, 2009).

1.1 Performance of NHIF in Kenya

The National Hospital Insurance Fund was founded in 1966 as a state-run enterprise under the purview of the Ministry of Health. The 1966 Act of Parliament that established this Fund has been amended in light of shifts in employment and organizational structure within the health sector and the changing healthcare needs of the Kenyan people. Hospital benefits for members and their declared dependents are provided by the National Hospital Insurance Fund (NHIF), which is responsible for collecting contributions from all Kenyans with an annual income of more than Ksh.1000 (Government of Kenya, 2005).

Over the years, the NHIF has changed in response to suggestions from program participants and others who have benefited from it. In response to the dynamic business environment and the attendant need for increased efficiency and effectiveness, the Fund has implemented key strategic adjustments to improve its performance. In 2001, the Fund created its first ever strategic plan for the years 2001–2005, marking the beginning of its use of strategic management. The current plan, the fourth in total, covers the years 2018-2022. The previous two plans, from 2005-2010 and 2011-2016, covered those years, respectively. The Fund's guiding principles, objectives, and tactics were therefore developed.

Managers at all levels were involved in developing the strategy, from those in the field to those in top management to those in charge of individual departments to the board of directors. This plan will guide the National Hospital Insurance Fund in its work over the next five years (Government of Kenya, 2005). In order to successfully register members, collect contributions, and disburse benefits, the company must do the following: adopt and use cutting-edge technologies (individual account opening and management); adhere to and conform to international standards for the provision of quality services; constantly monitor and evaluate programs and processes; win over stakeholders; and create and implement corporate strategies.

2. Statement of the Problem

As a trusted and valued partner in securing the health of the community NHIF need to enhance equitable and sustainable health and wellbeing of the community, cushioning them from financial hardship. It is expected that all people and communities will be able to access promotive, preventive, curative, rehabilitative and palliative quality health services, while ensuring that they are not exposed to financial hardship due to catastrophic medical expenditure. When it comes to keeping up with rivals in the same field, strategic planning methods can help a company perform admirably. With better performance resulting from strategic planning methods being followed at NHIF, coverage can be expanded to include the vast majority of Kenyans in all 47 counties. At the same time, NHIF will be able to offer all Kenyans health coverage that is both affordable and long-term. While there has been some improvement, problems remain about the justice, efficiency, practicability, and sustainability of these alterations. Delays in services to NHIF members have been attributed to insufficient technical expertise, managerial styles, misappropriation of monies, and poor resource management (Gitahi, 2015).

NHIF's performance has not improved despite many changes, including the implementation of a step-by-step quality improvement system, the extension of the benefit package, and the revision of the monthly contribution charges, and the adjustment of provider reimbursement rates upward. Increase number of primary employees from the current seven million to an anticipated nineteen million; create a product combination that surpasses customers' expectations; broaden the economy's foundation; boost contribution collection from the current Ksh. 47 billion to Ksh. 87 billion; make the most of available resources; enhance the effectiveness and efficiency of the organization; promote the adoption of legally and ethically sound policies, partnerships, and agreements; and increase the efficiency of synergies.

Techniques of strategic planning influence on output have been the subject of extensive study. Several studies have provided support for both the strategic planning process and its effects on performance. Wambui and Wario (2015), Maroa and Muturi (2015), Kihia (2017), Najib and Baroto (2013) and Njoroge (2015) are just a few of the local scholars that have documented the significance of the impact of strategic planning on performance. Both Kefa (2014) and Amurle (2014) examined how SMEs approach strategic planning. While some research has taken into account factors including stakeholder participation,

environmental scanning, and top-level management support, the great majority of firms have not yet implemented a formal strategic planning process. These prior researches concentrated on strategic planning techniques and performance, but they didn't zero in on the health industry or NHIF, which is what this one does. Because of this, the current inquiry investigates the impact of strategic planning methods on the performance of NHIF branches in Western, Kenya.

3. Significance of the Study

Doing the research is completely justified because the findings will have substantial ramifications for many actors in Kenya's healthcare system. There are numerous possible uses for this study's findings. This, in turn, assists with creation of better long-term strategies and techniques for putting them into action. This study has the potential to open the way for additional research into strategic planning techniques and related areas. With this information in hand, policymakers will be able to draft open and helpful guidelines for institutional management and strategic planning. Results of this research could be used by strategic planners to inform and enhance their processes.

4. Literature Review

4.1 Theoretical Review

4.1.1 Resource Based Theory

According to Wernerfelt's (1984) resource-based approach, a company's strategy should be based on its total available resources. It posits that a company will be in a good position to thrive if it has the best and most relevant stock of resources related to its business and strategy. Therefore, a company's strategic planning methods will be based on the resources it has at its disposal. The theory defines a business by its level of resource integration. Many people limit the definition of resource to anything which increases the company's efficiency and output (Zahra, 2021).

There are some who argue that RBV is flawed because it does not have substantial managerial implications or 'operational validity,' because it involves an infinite regress, and because it focuses on achieving a sustained competitive advantage that survives beyond the efforts of others to duplicate or eliminate it. Another frequently held objection is that the RBV is a tautology that cannot be considered a theory. Finally, Furr and Eisenhardt (2021) provide a revealing critique of the RBV by focusing on its axiomatic definitions, particularly that of resource.

Despite this, the theory is relevant in this study because it helped shed light on how different government agencies make use of strategic planning approaches that are shaped by the government funding they receive, which in turn is shaped by the agency's size, legal structure, and industry. As a result, strategic management approaches employed by government agencies are crucial to their success. Therefore, NHIF's company's strategy should be based on its total available resources.

4.2 Empirical Literature Review

4.2.1 Stakeholders' Involvement Actions and Performance

Stakeholders have been the focus of research by Nadolny, Renata, and Martciszevska (2021). The maturity level of the company's project management team was used to frame this problem. It would appear that scientists have not done enough work on this problem yet. Project management theory was advanced through the identification of the importance of adjusting the maturity level of project management and stakeholder management and the suggestion of research directions. It has been recognized that concerns of project finance and planning its goal, scope, and selection of project teams are not as significant as those of stakeholder management and risk assessment. The study of empirical research results formed the basis for the findings. The information was gathered using a survey administered randomly to 93 Polish NGOs. Unlike the current study, which would rely on secondary data gathered from existing sources, this one used empirical investigation as its research approach. The current study, in contrast to the previous one, was conducted in a developing country.

This research was conducted by Mambwe, Mwanaumo, Sakala, and Nsefu (2020) for the purpose of gauging the impact of stakeholder involvement on the success among L400 roads project-related road building initiatives in the Lusaka District of Zambia. The goal of the study was realized by an analysis of the connections between stakeholder involvement and project cost, project timeline, and project specifications. A study that is quantitative and descriptive was used in this research. With a 98% response rate, a semi-structured questionnaire was employed to gather both primary and secondary data. Results showed a robust positive link among stakeholder engagement and both the project schedule and the project requirements. Stakeholder involvement was discovered to be significantly inversely related to project expenditures. This research was conducted on roads in Zambia, a different industry entirely. In contrast, the current investigation focused on the field of medicine and was conducted in Kenya.

Kenya Ferry Services commissioned research by Githinji, Ogolla and Kitheka (2020) to determine how stakeholder participation affects project success. The study employed a descriptive research approach, with 231 stakeholders from Kenya ferry

service partners participating as the target population from which 70 respondents were recruited for analysis. After a piloting, information was collected by questionnaires then analyzed through linear regression and the SPSS software. The findings indicated that stakeholder involvement in project identification was significantly and positively related to project performance. Simultaneously, the study discovered that organizational consideration for stakeholders' concerns was the most influential element in project identification. The results suggest that involving stakeholders in project planning has a significant and favorable relationship with project performance. According to the study findings, the most impactful aspect was including stakeholders in decision making; engagement of stakeholders in project monitoring was found to significantly and positively connect to project performance. According to the study findings, the most relevant aspect is the use of inspection lists as standardized organization monitoring methods and defining baselines for stakeholder involvement in monitoring its activities. Finally, it was discovered that stakeholder involvement in project finance was significantly and favorably related to project performance. It was also discovered that stakeholder involvement in resource allocation was influential. While this investigation looked into the impact of stakeholders' engagement on projects' outcomes, it was not conducted in the health sector or, more particularly, with NHIF in mind. The new study employed a census and would therefore only look at a subset of the population, whereas the previous study sampled the entire.

4.3 Conceptual Framework

Conceptual frameworks are hypothesized models that describe the link between independent and dependent variable, as described by Mugenda & Mugenda (2013). According to Kothari and Garg (2014), an explanatory variable, also known as an independent variable, is the element that is assumed to have produced the observed changes in the dependent variable. Both variables of independent and dependent nature may be seen in Figure 1.

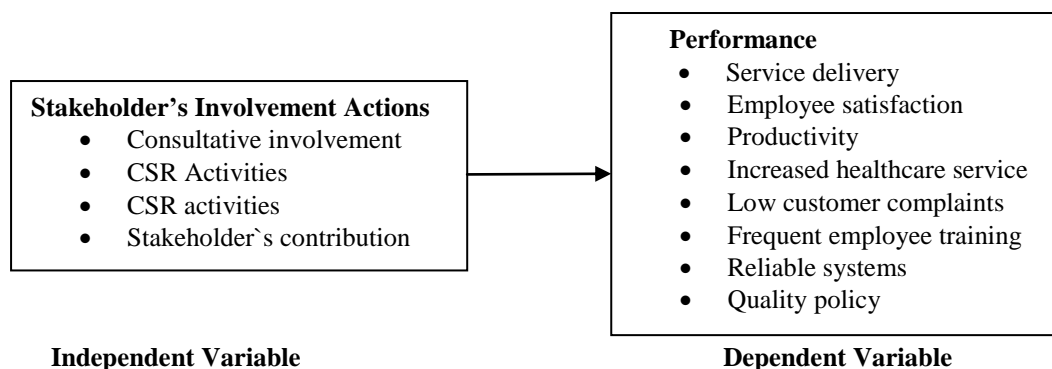


Figure 1: Conceptual Framework

The independent variable in this study is stakeholder's involvement measured using consultative involvement and CSR activities, Performance, on the other hand, is the dependent variable and is assessed by service delivery, employee satisfaction and productivity.

5. Research Design

A descriptive research design was used in this study to carry out an investigation between performance and strategic planning practices of NHIF. This layout is recommended because it provides a comprehensive picture of the research issue and includes many different perspectives. It is further justified since researcher has familiarity with the phenomenon being investigated, however wants to explore more regarding nature of the study variable relationships. Equally, this research design seeks to provide precise and valid demonstration of variables studied in the current research to aid respond to questions (Alok & Mishra, 2017).

Pyrzczak and Tcherni-Buzzeo (2018) refers target population as the largest populace from where the sample is selected. One hundred and ninety-five employees made up the study's intended sample size from the functional departments of NHIF in Western Kenya in the eleven branches (Kisumu, Homabay, Migori, Kisii, Nyamira, Siaya, Vihiga, Busia, Mumias, Bungoma and Kakamega) as per NHIF records by January 2023 consisting of Branch managers, administration officers, finance and accounts, registration and benefits officers. Table 1 illustrates the target population of functional departments of NHIF in Western Kenya in the eleven branches of Kisumu, Homabay, Migori, Kisii, Nyamira, Siaya, Vihiga, Busia, Mumias, Bungoma, and Kakamega targeting all the employees of these branches.

Table 1 Target Population

Branch/ department	Managers of Branch	Administration	Finance and Accounts	Registration and Compliance	Benefits and Claims	Target population
Kisumu	1	5	2	12	6	26
Homabay	1	7	1	5	6	20
Migori	1	4	1	6	7	19
Kisii	1	6	2	8	9	26
Nyamira	1	3	2	5	6	17
Siaya	1	1	1	6	3	12
Vihiga	1	4	1	3	8	17
Busia	1	3	1	3	3	11
Mumias	1	3	1	4	4	13
Bungoma	1	2	2	7	4	16
Kakamega	1	3	1	7	6	18
Target population	11	41	15	66	62	195
Percent	5.6	21	7.7	33.8	31.8	100

NHIF HR Records (2023)

The design of sampling is said to be a process used by researchers to ensure that different groups that are either heterogeneous or homogeneous are well represented in the final selection of the sample to be studied (Warne, 2017). This study used the stratified sampling method in ensuring that all the departments are well represented as respondents for the study. Because of the potential for bias in the selection of respondents, stratified selection was utilized to choose employees to take part in the research. The overall population size, the kind of analysis to be performed, the desired degree of precision, and the level of confidence in the data all play a role in selecting the sample size. This study used a formula employed by Yamane’s in determining size of the population that was sampled as follows assuming confidence level is 95% (Field, 2017).

$$n = N / (1 + Ne^2)$$

Where,

n = sample size

N = study populace

e = alpha level, 0.05

$$n = 195 / \{1 + 195(0.05^2)\}$$

$$n = 131$$

The sample size of the research was chosen using the Yamane’s Formula provided above. According to the research population consisting of 195 respondents, the sample size, as determined by the algorithm, amounted to 131. The study’s sample size was expanded to 145 by 10% in order to account for non-response. Jones (1996) pointed out that 10% oversampling is required to minimize non-response bias. The most popular and efficient technique to guarantee a high response rate is, according to Bartlett et al. (2001), to raise the sample size by 1–50% in the survey’s initial distribution.

Table 2 Sample Size

Department	Population	Sample	Percent
Managers of Branch	11	8	5.34
Administration	41	31	21.37
Finance and Accounts	15	11	7.63
Registration and Compliance	66	49	33.6
Benefits and Claims	62	46	32.06
Total	195	145	100.00

This investigation made use of primary data. Through structured questioning primary data was gathered. Benefits of this are that it’s faster and easy to collect the required information.

The researcher cleaned the data and code it after collecting it. For this data analysis, we will be utilizing SPSS 21. Descriptive statistics was used to analyze the data. Tables, mean, figures, departure from the mean as well as frequencies were all be used to illustrate the data analysis. Pearson's product moment correlation will be used to assess the significance of an independent variable's effect on a dependent variable. Using regression, the connection between the independent and dependent variables will be investigated. The following regression model helped guide the data analysis:

The simple regression was as shown below;

$$Y = \beta_0 + \beta_1 X_1 + e$$

Where;

Y – Performance of NHIF

β_0 – intercept coefficient

e – Error term

X_1 – stakeholders' involvement actions

β_1 =regression coefficients

6. Research Analysis and Findings

6.1 Descriptive Statistics

The mean scores (M) and standard deviations (SD), summarized for all the measurement items related to performance of NHIF branches, stakeholders' involvement actions, environmental scanning and top management mission support were computed and analyzed.

6.1.1 Stakeholders' Involvement Actions

The study sought to find out the effect of stakeholder's involvement action on performance of NHIF branches.

Table 3: Descriptive Statistics on Stakeholders' Involvement Actions

	Mean	Std. Dev.
B1:Our institution holds regular consultative programs with all the stakeholders	4.16	0.964
B2:Our institution consults widely both externally and internally to ensure all stakeholders have a say	4.04	1.035
B3:Our institution participates in CSR activities	4.02	0.935
B4:Our institution has a budget for CSR activities	3.98	1.046
B5:Our institution allows all stakeholder's contribution in its strategic planning	3.85	1.075
Average Mean	4.01	0.820

The results from table 3 revealed that employees are able to hold regular consultative programs with all the stakeholders (mean = 4.16, SD = .964). The respondents further indicated that: the institution consults widely both externally and internally to ensure all stakeholders have a say (mean = 4.04, SD = 1.035); The institution participates in CSR activities (mean = 4.02, SD = .935); The institution also has a budget for CSR activities (mean = 3.98, SD = 1.046); The institution allows all stakeholder's contribution in its strategic planning (mean = 3.85, SD = 1.075).

Overall, the items on stakeholder's involvement action realized an average mean of 4.01, standard deviation of 0.820, suggesting that stake holders are crucial in enhancing performance of NHIF. This conforms to Mambwe, Mwanaumo, Sakala, and Nsefu (2020) who assert that there is a robust positive link among stakeholder engagement and both the project schedule and the project requirements.

6.1.2 Performance of NHIF Branches

The study required to the respondents to rate the performance of NHIF in terms of the parameters listed. The results were presented in table 4.

Table 4: Descriptive Statistics on Performance of NHIF Branches

	Mean	Std. Dev.
E1:Our organization service delivery has been improving over time	4.06	0.983
E2:There is employee satisfaction in the organization	3.66	1.133
E3:Our organization has seen increased healthcare service points for the community	4.14	0.944
E4:Our organization have recorded low customer complaints in the last two years	3.69	0.974
E5:Our organization implements frequent employee training and education	3.53	1.022
E6:Our organization has improved and reliable systems	3.87	0.953
E7:The organization has a quality policy in place	3.99	1.014
Average Mean	3.85	1.003

The findings in table 4 show that organization service delivery has been improving over time (mean = 4.06, SD = .983). The respondents also indicated that there is employee satisfaction in the organization (mean = 3.66, SD = 1.133). Further, the organization has seen increased healthcare service points for the community (mean =4.14, SD = .944). The study revealed further that the organization have recorded low customer complaints in the last two years (mean =3.69, SD = .974). The organization also implements frequent employee training and education (mean =3.53, SD = 1.022). The study indicated that the organization has improved and reliable systems (mean =3.87, SD = .953). There is also a quality policy in place (mean =3.99, SD = 1.003). Overall, the items on performance summed up to a mean of 3.85, standard deviation of 1.003. The implication is that the strategic planning practices could be key in enhancing performance of NHIF.

6.2 Inferential Statistics

6.2.1 Correlation Analysis

In order to determine whether there was a relationship between the variables, the researcher conducted the correlation matrix before performing the regression analysis. To help establish a link between the study variables of interest, the Pearson product moment correlation coefficient (r) was utilized. The study variables’ relationship’s strength and direction are shown by the correlation coefficient. In order to do this, the relationship’s strength was determined using Pearson’s moment correlation, as table 5 illustrates.

Table 5: Correlations Table

		Stakeholder Involvement	
		Action	Performance
Stakeholder Involvement Action	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	137	
Performance	Pearson Correlation	.612**	1
	Sig. (2-tailed)	.000	
	N	137	137

Table 5 shows the results of the correlation analysis. Pearson correlation tested at 99% confidence level at 2-tailed significance and sample of 137 was used. The findings revealed that there exist a strong positive and statistically significant relationship between stakeholders’ involvement actions on performance of NHIF (r=0. 612**; p<0.01). This implies that when stakeholders’ involvement actions are made performance of NHIF is expected to increase. Conversely when stakeholders’ involvement actions are unfavourable, it decreases performance of NHIF. This finding concurs with Githinji; Ogolla and Kitheka (2020) stakeholder involvement in project identification was significantly and positively related to project performance.

6.2.2 Regression Analysis

The study objective determined the effect of stakeholders’ involvement actions on performance of NHIF branches in Western Kenya. A Simple linear regression was used as indicated below;

$$Y = \beta_0 + \beta_1 X_1 + e$$

Where;

Y= Performance of NHIF

β_0 - intercept coefficient

β_1 . Coefficient

X_1 - stakeholders' involvement actions

e – Error term

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.612 ^a	.375	.370	.53771

a. Predictors: (Constant), Stakeholder_Involvement_Action

Table 6 shows an R² value of (.375), which indicates that stakeholders' involvement actions explain (37.5%) of the variance on performance of NHIF branches in Western Kenya.

To test the significance, the ANOVA results were presented in table 7

Table 7: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.377	1	23.377	80.852	.000 ^b
	Residual	39.033	135	.289		
	Total	62.410	136			

a. Dependent Variable: Performance

b. Predictors: (Constant), Stakeholder_Involvement_Action

The ANOVA results indicated model fitness for effect stakeholders' involvement actions on performance of NHIF was statistically significant ($F = 80.852, p=.000$). Given that the calculated $F = 80.852$, while the F Critical = 3.94; at $\alpha = 5\%$ (95% C. I), Then $F \geq F$ critical at $\alpha = 5\%$. This indicated that stakeholders' involvement actions are a significant predictor of the performance outcome, therefore H_0 is rejected. In line with the study, Menoka (2014) suggested that involving stakeholders in the planning and presentation of the project improved its performance and helped it become more sustainable. Similarly, Yaro, Arshad, and Salleh (2017) stipulated that businesses can improve stakeholder participation in policymaking by providing them with training and information. Stakeholders are obligated to scrutinize the budget responsibly since they have control over the finances. Further support to the findings is by Githinji, Ogolla and Kitheka (2020) who posited that the most impactful aspect was including stakeholders in decision making; engagement of stakeholders in project monitoring was found to significantly and positively connect to project performance. Undoubtedly, working conditions are essential in improving NHIF performance.

The regression coefficients are generated in table 8

Table 8: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.767	.243		7.281	.000
	Stakeholder Involvement Action	.538	.060	.612	8.992	.000

a. Dependent Variable: Performance

The results established that stakeholders' involvement actions predicted performance ($\beta_1=.612$), which means that a unit increase in stakeholders' involvement actions yielded a 0.612 change in performance. With the t value of 8.992; P Value= 0.000 against a significance level of < 0.05 .

The above results derived the following simple linear regression model as shown below.

$$Y = 1.767 + 0.538 X_1$$

7. Conclusions and Recommendations

The study concluded that Stakeholders' involvement actions affect the performance of NHIF in Western Kenya. The study concluded that NHIF management allow all stakeholders' contribution in its strategic planning, and also increase budget for CSR

activities.

According to this study, stakeholders in organizations and businesses should recognize the value of strategic planning practices for both strategy management and overall business performance.

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