

**ORGANIZATIONAL CULTURE AND STRATEGY IMPLEMENTATION AT PRIVATE
HOSPITALS IN NAIROBI CITY COUNTY, KENYA**

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DECLARATION

This research project is wholly original with no previous submissions to other universities for the award of degrees.

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LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA:	Analysis Of Variance
CV:	Coefficient of Variance
RBV:	Resource-based View
SPSS:	Statistical Packages for Social Sciences
USA:	United States of America
WHO:	World Health Organisation

OPERATIONAL DEFINITION OF TERMS

Goal-oriented Culture	A culture in which employees strive to achieve organizational goals outlined in the organisational objectives, mission, and vision.
Organizational Culture	The principles, prospects, values, and capabilities that employees have within the company are referred to as organizational culture.
Organisational Resource	These are assets that a company has complete control over, such as processes, capabilities, skills, and organizational knowledge.
Organisational Structure	This is how the work required to achieve the organization's mission is distributed across the workforce.
People-oriented Culture	A people-oriented culture exists when people in an organization have mutual appreciation for one another and feel respected.
Risk-taking Culture	Risk culture refers to organizational moral codes based on knowledge, attitudes, beliefs, and constructs about risk as an important component of organizational success.
Strategy Implementation	These are strategic communication and implementation steps. Strategy implementation refers to the dissemination, inference, acquisition, and operationalization of strategic plans.
Strategic Planning	The process of developing plans for an organization's pursuit of its goals and objectives is known as strategic planning.
Teamwork Culture	Refers to a situation in which all stakeholders believe and value the understanding that the organization can succeed when collaboration and cooperation are at the forefront of everyone's thinking and action.

ABSTRACT

Private hospitals in Nairobi City County are faced by constantly changing business environment besides growing competition from government and mission hospitals. As such, these organizations are compelled to formulate strategic goals aimed at acquiring competitive edge and attainment of organizational mission and vision. In this light, these organizations are duty-bound to implement the strategic goals set despite the challenging circumstances. However, strategic implementation has been faced by limited organizational values, beliefs and attitudes to enhance the process of implementation. Aspects of organizational culture such as goal orientation, risk-taking, people orientation and team culture have been established as potential influencers of strategy implementation. However, there exists an information gap that links organizational culture to influencing strategic implementation among private hospitals in Nairobi City County, Kenya. Accordingly, this study investigated organizational culture's impact on strategy implementation in private hospitals in Nairobi City County, Kenya. The study looked at how teamwork, risk-taking, people-oriented, and goal-oriented cultures influence how well private hospitals in Nairobi City County implement their strategies. The study was anchored by Resource-Based View and Concept of Open Systems. The population under study consisted of 2000 participants from 6 out of 53 private hospitals in Nairobi City County. The population sample was chosen using stratified sampling. From a total of 53 hospitals, 6 private hospitals were chosen. This is a 10% of the total private hospitals in the Nairobi City County. One private hospital was chosen using a purposeful sampling technique from among the Nairobi City County's six main zones: the Nairobi central, Northern, Northern East, Eastern, Western and Southern zones. 200 participants were randomly chosen as a sample from the general population. This population sample satisfied the 10% research recommendation. Managers at the top, middle and junior employees from the represented organizations consisted the sample. Semi-structured questionnaires that were distributed were utilized to collect data. The reliability of research instruments was validated by use of random sampling. To ensure that the questionnaire adequately covers the subject it was intended to cover, face validity was employed. The questionnaire's scale reliability was measured using Cronbach's Alpha. A descriptive data analysis was used which was essential for understanding and making sense of the vast amounts of data that was collected from the sampled population. The ANOVA test was used to compare the means of the groups. Correlation in the four independent variables, namely goal-oriented culture, risk-taking culture, people-oriented culture and team-oriented culture, were compared to the three dependent variables, namely mission and vision achievement, competitive advantage achievement, and customer satisfaction attainment. Multiple regression analysis was performed to take a glance into the effect of independent variables on the dependent variable. Graphs, tables, charts and analytical discussion were used to present the data findings and relationships. The findings indicated that although private hospitals in Nairobi City County have an organization culture, the element of goals clarity remains unaddressed in most organizations. Existence of strong organizational culture was found to have a massive impact on strategy execution. Adoption of risk-taking culture, people oriented culture, goal-oriented culture and team culture were found to influence strategy implementation positively leading to higher profits, greater customer satisfaction and competitive advantage. These findings were projected to add value to the knowledge base in the field, serve as a reference point for private hospitals in Nairobi City County and beyond, and inform Kenyan policymaking and other developing countries.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The modern competitive environment atmosphere is rapidly changing. According to Diallo, Djelassi and Kumar (2021), the capacity of any business establishment to adapt to a shifting circumstances is critical to its survival in such a dynamic environment. As a result, global corporations have responded to this need by developing strategies that underpin their competitive advantage. The implementation of these business practices is dependent on the culture that entity has developed over time. Morozenko (2018) argues that the role of organizational culture in strategy implementation is critical globally. According to Sumaja's (2020) global strategy implementation study, cultural fit is an important factor influencing how well an organization adapts to environmental changes through strategy implementation. In this regard, establishing a strong culture-strategy fit is imperative for the successful implementation of an organizational strategic edge.

According to Misankova and Kocisova (2014), strategy execution is a component of strategic management functions in the majority of global organizations. These processes are linked and influence one another. While strategic implementation is the process of shaping a vision into practice, it also includes design, delivery, product support, and improving the efficiency and effectiveness of organizational operations. Multinational enterprises use implementation of the strategy to control organizational systems, as well as design and redesigning organizational structure and culture, during this process. Muthoni (2012) asserts that the component of organizational culture is critical in strategy implementation as it specifies how each organization interacts with its surroundings.

In this regard, Bastedo (2004) observes that organizations create cultures that foster interdependence and integration of all organizational mechanisms in order to facilitate strategy implementation. As a result, the organization as a whole strives to remain profitable within a higher system. Organizational culture facilitates interactions between internal and external environments in the implementation of strategies by various firms. According to Hofstede and Minkov (2010), it is the organization's "compass" and "glue." As a compass, it provides guidance for channeling resources and organizational capabilities. Organizational culture acts as a "glue" that holds the organizational facets together. In these roles, organizational culture provides guidance on how to improve organizational growth. It also strengthens client and customer loyalty, increasing competitive advantage (Khayota, 2014).

Instilling organizational culture results in fundamental changes in various organizational aspects. Organizational culture fortifies elements such as organizational structure, deployment, human resources, performance scorecard, and reward arrangements. Based on the critical essence of organizational culture in relation to strategic implementation challenges, more research is needed to inform how organizational culture influences strategy implementation in various organizations. Organizational success in both the public and private sectors is dependent on strategic plans and the effectiveness with which those plans are implemented. According to Fukuda (2016), developing strategic plans is a critical task that directs organizational actions and attention. Organizations thrive on setting both short and long-term goals. The goals direct the management function as to where, when, and how to channel resources in order to achieve maximum potential. Nonetheless, Fukuda (2016) contends that strategic plans are only effective if they are effectively implemented. Strategic plan implementation entails transforming plans and strategies into actions that advance organizational goals.

The implementation of strategy is a critical aspect of organizational success, but it can be challenging to execute effectively. Zaribaf and Bayrami (2010) observed that strategy execution was a problem in the enterprises they studied. To achieve successful strategy implementation, Fukuda (2016) argues that it requires the collaborative efforts of all stakeholders within and outside the organization. Organizations are increasingly recognizing this reality, according to Zaribaf and Bayrami (2010), and are adopting a mix of bottom-up, top-down, and collaborative efforts from all levels of stakeholders to address this challenge. Jacobsen (2012) supports this view, highlighting the trend of western organizations' strategy implementation practices. Modern global organizations prioritize aligning strategy implementation with their organizational culture.

Organizations that fail to achieve this fit are failing. Jacobsen (2012) discovered that the strategic partnership between AOL and Time Warner in the United States failed due to cultural clashes. Similarly, Hewlett-acquisition Packard's of Compaq failed due to differences in organizational cultures between the two companies. In this regard, Roll (2014) contends that synchronizing organizational strategy and culture facilitates the implementation of targeted change. It also reduces the amount of disruption caused by change. Even in small organizations, there is a growing trend of aligning organizational strategy implementation with organizational culture.

According to Timbomei and Bett (2019), an important trend in local evangelical churches in Kenya is a focus on strategy implementation and organizational culture fit. According to Ngari (2019), local organizations are focusing on using intellectual capital to match organizational culture and organizational strategies for optimal realization of strategic goals. Regrettably, organizations that fail to interpret change, are unable to adapt to change, and lack a long-term change sustainability plan, are associated with implementation disaster (Dunlop, Firth & Lurie, 2013). As a result, using a dynamic strategy that synchronizes strategy implementation and

organizational culture aids in overcoming implementation challenges. The degree to which organizational culture and strategy implementation are coordinated is, however, hardly ever researched in relation to private hospitals in Kenya.

1.1.1 Strategy Implementation

According to Joseph and Kibera (2019), the communication, clarification, endorsement, and representation of strategic goals connotes strategy implementation. This definition identifies planning as the core component of strategic implementation. According to this perspective, implementation processes are determined by the way implementers interpret, convey, and adopt strategy. Attainment of strategic objectives is an important indicator of strategic implementation in an organization. Heinz (2016) points out that strategy implementation is a crucial component in the pursuit of organizational goals because it is the abstract attribute that enables organizational decision makers and implementers to position themselves in line with their goals. Despite being intangible, it is the component that enables those in charge of an organization to act in accordance with the objectives they have established. It functions as the blueprint of the organizational strategies.

Hinterhuber and Cespedes (2019) argue that carrying out a strategy's prescribed action plans would help an organization achieve its mission and vision. Jonyo, Ouma and Mosoti (2018) describe organizational vision as a unique and ideal depiction of the future. In other words, it is a mental image of how the organization is expected to look like. In this light, it is an important variable to consider when formulating a strategic plan and implementing it. In this light, implementing a strategy entail being aware of what must be done in order to achieve specific goals and taking actions that would help these goals be realized (Wohlgezogen, 2021). This suggests that managers take a number of related actions to support organizational performance as

part of the strategy implementation process with the mission and vision in their mind. The strategic positioning of an organization determines whether the vision and mission are accomplished.

Meneses (2021), on the other hand is of the view that strategy implementation is focused on putting into practice long-term strategies that give an organization a competitive advantage. Competitive advantage was conceptualized as the extent to which an organization generates more economic value compared to rival organizations in a particular product or service (Lee, Wu & Jong, 2022). This economic value marks the difference between perceived value by the customers of the organization and their willingness to pay for the products or services offered by the firm. In this view, features that set one company apart from others in the same industry include brand image, product, and price differentiation. Customer satisfaction is determined by strategic objectives and alignment with organizational competitive advantage, even though the overall goal of an organizational strategy is to realize the mission and vision. Customer satisfaction measures the degree of a customer's happiness with a particular product, capability, or service, according to Huda et al. (2021). In this regard, the degree of success an organization achieves is significantly influenced by the strategic implementation of its organisational objectives through the formulation of shared beliefs, values, and standards.

1.1.2 Organizational Culture

An organization's culture is its set of fundamental principles that all employees must uphold in order to act in a certain way. The collection of prospects, principles, standards, and practices, according to Aboramadan et al. (2019), gives the organization direction. It serves as the compass that directs an organization's course in terms of team member behaviour. Organizational culture unites its members through its guiding principles and standards of conduct (Ellinas, Allan &

Johansson, 2017). Its ability to keep stakeholders engaged depends on how consistently they understand the organizational mission, vision, and the attitude they develop toward these components.

According to Ayiecha and Senaji (2014), organizational culture can foster the efficacy and efficiency of organizational actions. The coordination of interpretations and goal-setting is necessary for the actions taken to achieve organizational targets. Goal-orientedness, risk-taking, people-orientedness, and teamwork are all aspects of organizational culture. The commitment of company employees to achieving specific internal results is referred to as a goal-oriented culture. Goal-orientedness is one of the key indicators of organizational culture, (Ayiecha & Senaji 2014).

Goal-oriented cultures guarantee the clarity of the objectives that direct the organization's decision-making, as noted by Li and Tsai (2020). Clarity is attained through the establishment of micro and macro goals that facilitate the attainment of organizational objectives (Chadwick & Raver, 2012). This makes the specific objectives consistent with the organizational targets. Furthermore, goal-oriented culture ensures that a clear monitoring and evaluation strategy is put in place to facilitate the achievement of organizational goals, according to Harrington and McCaskill (2021). Despite the risks involved in achieving goals, Joseph and Kibera (2019) point out that the body of stakeholders is frequently worried about the "what" outcomes. When a risk is recognized, the organizational culture trait known as the risk-taking culture is activated. The willingness to take risks has been viewed as a key sign of organizational culture in a constantly evolving business environment.

According to SadafRazzaq et al. (2020), the perception that achieving goals involves risks, normalizes risk-taking behaviour in organizations. An organization that accepts risk is linked to mechanisms that lessen resistance to strategic transformations by encouraging innovation (Avdiiskii, 2021). When pursuing organizational goals through innovation and creativity, the risk-taking aspect of organizational culture is essential. Chadwick and Raver (2012) opine that a culture of risk-taking encourages the organization to pursue its strategic goals through the use of entrepreneurial decision-making. This point of view contends that a culture of risk-taking improves decision-making, enabling organizational leadership and management to make bold investments that have an impact on the realization of strategic plans.

People-orientation is a cultural component that focuses on what employees need to succeed by taking risks within an organization. According to Aboramadan et al. (2019), the majority of organizations are concentrating on strengthening their human resources in order to enhance productivity. In line with this trend, organizational culture in contemporary organizations is heavily influenced by people-orientation. The goal of strategic planning and implementation in this regard is to increase an organization's workforce productivity (Chenxi, 2021). When interacting with those who work for the organization, principles like fairness, respect for individual autonomy, helpfulness, and empathy in dealing with people are prioritized (Potemkin, 2020). One thing that remains is improving their harmony and collaboration with a set of beliefs that values goal-setting, taking risks, and caring for those involved.

Team culture addresses the void left by discord and inconsistency. According to Joseph and Kibera (2019), team culture is a grouping of ideologies, ideals, and behavioral tendencies that independent members of the organization share in order to chart a course of action based on

shared values. Team culture, according to Al-khoja and Girisken (2021), is centered on employee engagement and information sharing. The staff must develop trust among one another and receive administrative backing in order to achieve this (Madhani, 2019). The attitudes of the people who implement cultural values and perspectives held in a particular organization determine how organizational culture is applied. In this context, the operationalization of organizational culture was investigated using the perspectives of the organizations' employees. Data collection about respondents' opinions regarding how effectively different organizational culture indicators are applied in their organization was used to gauge respondents' viewpoints.

1.1.3 Private Hospitals in Nairobi City County, Kenya

In order to meet the country's population health needs, the private hospital sector in Kenya works alongside the public sector. In Kenya, the need for healthcare services is not just a matter of meeting the needs of the populace; it also involves developing a belief system among the populace that a particular healthcare facility is the best organization to turn to for services (Muthaka, 2020). Accordingly, Kenya's private hospital industry competes for the same market as non-profit and public hospitals. That a significant percentage of the population thinks private hospitals provide superior healthcare to public hospitals, is what distinguishes the private hospital sector in Kenya from other countries. According to Wagoro and Rakuom (2015), 47% of the population seeks healthcare services at private hospital facilities. They feel that despite the costs potentially being higher than in public hospitals, the quality of the services were higher (Muthaka, 2020). However, there hasn't been much research on how the norms or culture of an institution affects the success of the strategies used in private hospitals, particularly in Nairobi City County.

The private hospitals in Kenya are extremely important. This sector is referred to as the most dynamic and developed in Sub-Saharan Africa by Maloba (2018). Its significance is supported by statistical evidence that shows people favor private hospitals for their healthcare needs. According to Kang'e, Senaji, and Orero (2020), Kenya's private sector is bigger than both the public and non-profit sectors and is still expanding. Of Kenya's 47 counties, Nairobi City County has the most residents. Increased urban migration is the cause of the growing population. Furthermore, it is surrounded by the populous counties of Kiambu, Thika and Kajiado. As a result, there is a high need for health services in the county. With the problems the Kenyan population is facing, particularly with the management of public organizations, the demand for healthcare services is rising in Kenya.

Health sector organizations in the nation face a serious challenge due to issues like a lack of qualified personnel, a weak economy, the migration of trained medical professionals to other nations, and rapid technological advancement (Muthaka, 2020). Private hospitals are not immune to these issues' influences. In order to achieve an upper hand, improve customer satisfaction, and ensure that their vision and mission are met, private hospitals are concentrating on developing and implementing strategic plans. Therefore, it is crucial to conduct additional research in order to comprehend how various organizational functions contribute to the implementation of strategies.

1.2 Statement of the problem

Due to the characteristics of the current environmental conditions in the industry, private hospitals in Kenya have been struggling to achieve their strategic goals. According to Joshua (2013), problems with strategy implementation cause 10 to 30 percent of Kenyan public sector firms to fall short of their strategic goals. According to Oleribe et al. (2019), issues with human

resources are responsible for 34.29% of the issues with the execution of strategic goals in healthcare organizations. Poor budgetary allocation accounts for about 30% of the issues, while leadership and management issues account for 8.45% of the issues (Joshua, 2013). According to Gachie (2014), the majority of organizations in Kenya struggle to implement their strategies because there is no clear connection between internal capabilities and the external environments that have an impact on the organization.

Despite the consensus that strategic implementation need alignment with organizational culture, one of the major problems is that majority of organizations have not yet resolved their strategy implementation issues (Gachua & Orwa, 2015). Although efforts have been concentrated on articulating the link between organizational culture and strategy execution in hospitals, no research has been done on the subject of private hospitals in Nairobi County, Kenya. As such, the current study sought to fill this gap.

Another contextual challenge is that most organizations lack a synchronized strategy implementation approach to align strategic plans with what needs to be done to realize a company's mission and vision. According to Walcott-Bryant et al. (2021), the achievement of target goals is significantly hampered by rapidly changing environments, a lack of resources, and rising demand for high-quality health services. The private hospital sector in Nairobi City County is involved in developing and implementing strategies in a dynamic and ever-changing environment that includes low motivation among medical professionals to work in the nation. However, evidence shows that private hospitals have run into a number of implementation challenges during this process.

As seen by Nguyen (2015), slow implementation rates, high implementation costs, management changes, a lack of coordination, a lack of competencies, and competing activities are the main issues with strategy implementation. Due to these issues, customer satisfaction is low. The studies that are currently available, however, do not clearly link these difficulties to organizational culture. Ooko and Odundo (2015) study established that a notable correlation between the culture of organizational and execution of their strategy among mobile companies in Kenya. The academics proved that corporate culture at Safaricom Limited Company significantly influenced the successful implementation of strategies. Muthoni (2012) also investigated how organizational culture influences management's execution of organizational plans. However, Omboi and Mucai (2011) investigated how organizational culture, management structure, and leadership affected the execution of a strategy.

No study has specifically examined the impact of organizational culture on the implementation of strategy in the private hospital sector in Nairobi County, notwithstanding the fact that the concept of organizational culture in implementation of organizational strategy has been investigated. Organizations must develop strategies to gain an upper edge over their rivals due to the competition and quick changes in the environment (Omboi & Mucai, 2011)

However, poor management coordination among employees slows down the realization of competitive advantage in Kenya's private hospitals, which in turn results in subpar customer satisfaction. Implementing strategic plans requires efficient and effective methods in order to satisfy customer needs, maximize profits, and achieve efficient service delivery. According to this perspective, it is crucial to consider how organizational culture influences strategy implementation.

1.3 Objectives of the study

1.3.1 General Objective

The study's overarching objective was to determine how organizational culture influences strategy implementation in private hospitals in Nairobi City County, Kenya.

1.3.2 Specific Objectives

- i. To ascertain how goal-oriented culture affects the application of strategy in private hospitals in Nairobi City County, Kenya
- ii. To determine how risk-taking culture affects strategic execution across private hospitals in Nairobi City County, Kenya
- iii. To evaluate how a people-oriented culture affects how private hospitals in Nairobi City County, Kenya implement their strategies.
- iv. To determine the impact of team culture on strategy implementation among private hospitals in Nairobi City County, Kenya

1.4 Research Questions

- i. How does goal oriented-culture influence strategy implementation in private hospitals in Nairobi City County, Kenya?
- ii. What are the the effects of risk-taking culture on implementation of strategic implementation among firms in private hospitals in Nairobi City County, Kenya?
- iii. How does incorporating people-oriented culture influence strategy implementation in private hospitals in Nairobi City County, Kenya?
- iv. How does team culture affect strategy implementation among private hospitals in Nairobi City County, Kenya?

1.5 Significance of the Study

Researchers and practitioners in Kenya's private and public hospitals will find the study's findings useful. On the one hand, researchers will use the findings as a source of new information needed to lay the groundwork for future research. The discoveries will benefit current theories of strategic management. The results will illuminate how the culture of an organization influences strategic implementation. The results will also reveal that hospital organizational cultures support competition and serve as a foundation for strategic fit.

Practitioners, on the other hand, will make use of the findings to address strategy implementation challenges in hospital management in Nairobi County, Kenya and beyond. These findings will also be useful in the management of private hospitals in counties. The study will also shed light on potential strategy implementation challenges, which would be useful in guiding decision making. It will enlighten on the influence of existing organizational culture on the entire strategy implementation process. This knowledge will be imperative in the development and execution of organizational strategy.

The survey's conclusions will be important for privately run hospitals that intend to grow into higher-level facilities in Nairobi County or other Kenyan counties. These enterprises will use the study's findings as a guide when developing important strategy. The study's findings, particularly those related to organizational culture building and structuring, would be considered as well in their implementation strategy. The results of the study would also make it easier to project potential implementation difficulties, enabling a deeper comprehension and better planning of counter measures.

Both the county and the national government will find the study findings significant. Understanding the underlying factors influencing strategy implementation in private hospitals would help policy makers in the health sector better understand potential effects on the public sector in the same industry. The public sector competes with the private sector, so even though the findings will be in line with that environment, they will be crucial to understanding what needs to be improved as the strategic implementation of vision 2030 gets under way.

1.6 Scope of the Study

The study concentrated on the component of strategic implementation due to the complexity of strategic planning. This focus was motivated by a knowledge gap in the literature regarding the difficulties in implementing strategic plans. Although many factors could affect how a strategy is implemented, this study focused only on one factor: organizational culture. In order to determine how organizational culture and the execution of strategic plans interact, it was also restricted to private hospitals, especially those in Nairobi County.

Despite the fact that strategy implementation is a broad topic, the study's conceptual focus was only on the pertinent signs of organizational culture that affect how strategies are implemented in an organization. The organizational indicators that were tested in this study to assess the degree of influence on mission and vision accomplishment, competitive advantage, and customer satisfaction indicators included goal-oriented culture, risk-taking culture, people-oriented culture, and teamwork culture.

Although there were many theories that could have been used to analyze the impact of organizational culture, this study only used two. The analysis of the data gathered for the study was based on resource-based theory and systems theory. Despite the fact that quantitative aspects of

the study would also have established a link to the influence of organizational culture or strategy implementation, a qualitative research design was used. Additionally, strategy implementation changes over time, but this study only assessed how organizational culture currently affects private hospitals in Nairobi City County. Finally, the study was limited to influence of organizational culture on strategy implementation under the prevailing environment in the year 2022.

1.6 Limitations of the Study

The researcher was prepared for some participants' hesitation to willingly discuss issues that influence how strategies are executed. In response to this concern, the researcher provided written confirmation to participants that the information they share would solely be used for educational reasons. The respondents were also given the assurance that the data was to be handled with the absolute secrecy. The researcher also anticipated that there would be a problem with response to the questionnaires. In a bid to mitigate this limitation, the researcher used a drop and pick procedure. This ensured that most of the questionnaires were responded to and picked by the researcher. The ability to connect on a personal level between the researcher and the respondent was helpful in streamlining data collection and reducing participation reluctance. The authored assurance and one on one engagement with the respondents during dropping and picking enabled clarifications and assurance of the participants.

1.7 Organization of the Study

The preceding chapter one of this proposal outlined the study's background, problem statement, research objectives, significance and scope as well as the study's anticipated limitations. A review of the literature was presented in Chapter two along with an empirical literature review

on the theoretical concepts of organizational culture and strategic implementation. Additionally, the conceptual framework for the study was presented. The study design, sampling design, data collection tools, data analysis method, and ethical considerations that were taken into account throughout the study are all presented in the methodology chapter three. Data presentation and analysis is covered in chapter four while chapter five presents conclusions and the recommendations of the study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The researches that have been conducted on organizational culture and strategy implementation were reviewed in this chapter. The review involved an examination of significant and pertinent theories that elaborated on the idea of organizational culture and strategy implementation. In order to identify research gaps that the proposed study filled, the chapter also presented empirical studies on organizational culture with reference to strategy implementation and finally a conceptual framework.

2.2 Theoretical Literature Review

The research was anchored on two theories. Resource-based View theory and open systems theory were the foundation of the study on the influence of organizational culture on strategy implementation in private hospitals in Nairobi City County.

2.2.1 Resourced Based View Theory

The main theory on which the study was harboured on was the resource-based View (RBV) theory. Penrose (1959) developed the Resource-based View theory. Wernerfelt, Prahalad and Hamel, as well as Barney, are major supporters of the theory (Haise, 2019). It is a well-known ideal organizational performance viewpoint that holds that the primary goal of organizational strategic management is long-term practical performance (Yang & Konrad, 2011). According to Dutta (2013), a resource-based perspective of strategic management holds that every organization strives to maximize the value of its resources in order to strengthen its attainment and effectiveness. The Resource-Based Theory asserts that resources that are hard to get, non-

replaceable, expensive, and precious contribute to an entity's long-term success. In this light, an organization is successful when it allocates its capabilities and resources wisely.

The main tenet of the view, according to Jain, Trehan, and Trehan (2009), is that a company is a conglomeration of knowledge and competencies that add tremendous value on how the enterprises succeeds. Yang Yang and Konrad (2011) contend that by utilizing these resources, an organization can develop capabilities that result in unrivaled performance. According to this viewpoint, the resources produce capabilities based on how well the resources are managed. In other words, according to Sminia (2021), achieving competitive advantage through resource utilization is dependent on how well the organization can marshal, manage, and fully exploit resources in a way that yields competitive advantage. This viewpoint serves as a solid foundation for investigating how organizational culture affects how well a strategy is implemented within a company. It explains how capabilities such as teamwork, risk taking, a people-oriented culture, and a goal-oriented culture can be foundational in improving organizational capabilities.

Another tenet of the resource-based view is that differences in resources and capabilities result in differences in organizational performance. According to Mathooko and Ogutu (2013), all firms cannot compete if they produce the same products or services, value, taste, and capability. Instead, competitive advantage is the result of specific firms better managing their resources and capabilities than others (Grant, 2000). In this light, the fundamental principle of the resource-based perspective is that competitive organizations would establish distinctively unique capabilities to underpin their competitive advantage.

One of the advantages of using a resource-based perspective has evolved over time to include a focus on developing a better understanding of competitive advantage through the enhancement

of organizational resources. According to Alvarez and Barney (2017), organizational competitive advantage stems from specific capabilities and resources of a firm that competitors cannot duplicate.

According to Mathooko and Ogutu (2013), these abilities have distinct characteristics such as non-substitutability, imperfect imitability, efficiency, effectiveness, and rarity. In this regard, organizations seek to employ the most cost-effective capability to ensure that these resources and capabilities are used effectively to generate competitive advantage (Kim and Kaljuee, 2007). This viewpoint of resource-based theory departs from the traditional economic assumption that resources are homogeneous. As a result, the theory contributes to the examination of organizational culture on strategy implementation by directing implementers to establish a link between internal resources and the external environment.

It also contradicts the perfect mobility of resources enshrined in traditional perspectives on resources in organizational management. As a result, resource-based reasoning concludes that resources are heterogeneous and cannot be perfectly transferred among firms. As a result, resource distinctions and diverse capabilities highlight differences in strategy implementation and, as a result, differentiated competitive advantage. This focus was critical in enabling a focus on diverse aspects of organizational culture and strategy implementation in Nairobi City County's private hospitals. Another advantage of resource-based theory, according to recent research, is that it allows organizational management to manage both tangible and intangible resources. According to the RBV, there are palpable and impalpable resources and capabilities that can provide an organization with a long-term competitive advantage if they meet the theory's criteria. Organizational culture is one of the intangible attributes that a company must improve in order to achieve an upper hand. WestJet culture is cited by Chowdhury and Sheppard (2017) as

an example of an organizational culture that has been tested over time and demonstrated effectiveness in achieving organizational competitive advantage.

Lewis (2009) defines it as a culture that encourages commitment and participation from all teams as well as individual employees and management. Employee empowerment and happiness are prioritized in the culture. As it gains traction in recent business environments, this element is critical in focusing the organization on aspects of organizational internal resources such as human resources. Analyzing how corporate culture affects the execution of strategy via the lens of RBV encouraged the recognition of organizational culture as a resource required for the achievement of strategic goals. The theoretical foundation on the principle that improving employees' working environments will result in greater understanding and confidence among them will be useful in measuring the influence of the four organizational culture variables. Customers' confidence, motivation, and empowerment are all linked to providing a positive experience. These principles are critical in the adoption of an organizational culture that specializes in fortifying specific capabilities that distinguishes it from other organizations.

2.2.2 Open Systems Theory

Ludwig von Bertalanffy (1968) established the Open Systems Theory. It was later accepted and got proponents across disciplines including Rapoport, Gerard, and Boulding. It is founded on the primary principle that all organisations function with an environment. Within this environment, champions of the theory argue that the specific components of a firm are interrelated. In this light, the theorists opine that changing any variable in a firm affects other variables automatically. According to Mele, Pels, and Polese (2010), the central tenet of open systems theory is that if one element of the firm is jeopardized, the entire organizational operations are jeopardized.

In this light, the theory considers organizations to be open systems that are constantly interacting with their surroundings. Each system in this process is thought to have four interconnected aspects. These four factors are as follows: inputs, processes, output, and system productivity. People, raw materials, technology, and money are examples of inputs (Jang, 2016). Process elements include: planning, controlling, and motivation (Jung & Vakharia, 2019). Products, services, and increased productivity are examples of outputs, whereas system productivity includes the element of efficiency and the flow of activities within the organization. According to Jang (2016), the value of one aspect of the system cannot be substituted for another. In other words, when one aspect of the system changes, the entire system changes. According to Jung and Vakharia (2019), systems theory enables managers to examine the connections between the organization's various components on a large scale and devise ways to improve cohesion and interconnection among them.

Private hospitals in Kenya operate within a context, and they are not immune to the various environmental factors that drive organizational transformations. The current literature on teamwork, risk taking, and people management initiatives are all products of an open system perspective. It has facilitated understanding of the organizational environment and placed demands on how adaptations should be carried out in order to achieve the desired strategic outcomes. In this light, the elements addressed in systems theory, as well as the missing links, were critical in this research. This theory emphasized teamwork and people-oriented tendencies in resource management. Based on this theory, these two variables were measured.

2.3 Empirical Literature Review

2.3.1 Goal-oriented Culture and Strategy Implementation

Al-alak and Tarabieh (2011) investigated global organizations in terms of the effect of a results-oriented culture on the execution of a strategy. According to the study, a proper implementation of the strategic objectives for companies to establish results orientation is critical in tracking the institution's rapid changes in the market by understanding the internal and external timely changes that impact the company. Due to a lack of a proper results-oriented culture for large firms, prominent startup and veteran companies in some regions have failed to attain the needed customer satisfaction. The research was based on broad global organizations thus missing out on small organizations in a developing country like Kenya. The current study concentrated on private hospitals in Nairobi City County, Kenya.

Ahmadi et al. (2012) studied the repercussion of a result-oriented customs on the execution of strategy in global private organizations. It discovers that institutions that provide a proper results-oriented culture that involves their employees in realizing the mission create a sense of ownership and commitment, which has a favorable effect on the implementation of company strategies. This proposal establishes a link between goal-oriented culture and competitive advantage attainment in the organizations studied. The current study delved into goal orientation beliefs and values held in private hospitals in Nairobi City County and how they influence strategic goal realization.

Obonyo (2015) conducted a survey on the Safaricom's economic strategy and effectiveness in Kenya. The article investigates how the Safaricom company uses various techniques such as employee motivation to promote the results of the employees, which have resulted in the

company being ranked among the top five in Kenya in 2018 and winning numerous awards and accolades on vision and mission realization. The research employs survey methodology to determine the role of goal-oriented culture in the network market. The existing study relied on descriptive research methods to examine the impact of goal-oriented culture on private hospital in Nairobi City County.

Ahibor (2014) investigated the role of goal-oriented culture on strategy implementation in a Vodafone telecommunications company. The study discovered a possible link between corporate culture and productivity. According to the studies above, a results-oriented culture is a critical factor in strategy implementation, which is influenced by the level of management support for employees, the availability of resources to realize the planned projects, and the technical expertise involved. The assessed the impact of a goal-oriented culture on a communication organization—Vodafone. The current study looked at how organizational culture affects private hospitals in Nairobi City County.

Rajasekar (2014) investigated elements impacting Effective strategy execution in the Service industry. The study's goal was to determine which factors influence strategy implementation. It was discovered that an organizational culture characterized by clear goals and effective communication of those goals is associated with effective strategy implementation. The study found that a meaningful goal-setting culture leads to efficiency in strategy implementation if the goals are communicated effectively to employees. This research looked at the Factors Influencing Effective Implementation of Strategies in the Service Sector in general. The current study examined the influence of organizational culture in private Hospitals in Nairobi City County.

2.3.2 Risk-taking Culture and Strategy Implementation

Farrel and Hoon (2015) conducted research on the impact of culture of taking risks on organizational success. The study establishes that a risk-taking culture is an important component that maximizes a company's progress by overcoming obstacles. Following a survey of 500 bank executives conducted by KPMG, The authors found out that 48% of study participants identified risk culture as a significant contributor to credit analysis. According to the survey, organizations with a strong foundation of risk culture are more likely to survive a financial crisis than institutions without a stable history of risk culture. This research explored the influence of risk-taking culture in specific situations within the banking industry. The present study explored how the culture of taking risks and the accomplishment of organizational goals relate to one another in private hospitals located in Nairobi County.

The K-Elnagar, Abdelkawi, Elshaer, and Salama (2022) study investigated the top managerial leaders in the financial and organizational performance of implementing strategic plans. Executives, according to the survey must establish a proper risk culture for their organizations so as to avoid minimizing the chances of the firm engaging in activities and investments that are contrary to their stated policies or outside of their corporate strategy mission and goals. The study concluded that leaders in every organization are responsible for historically strong risk cultures by involving employees and distributing and sharing culture responsibilities for better strategy implementation procedures. This study looked into risk culture in an organization's day-to-day operations and decision making. The current research concentrated on the impact of risk-taking culture as an element of organizational culture on strategy implementation in the Nairobi county private hospitals.

Sung and Choi (2014) investigated the extent to which employee involvement in risk culture affects their creativity and innovation, both of which are equally important to the company. As discovered, the individual ambitions of each employee and how they impact the overall decision-making process as employees or leaders are critical aspects of a company risk culture. The study concluded that employees are motivated to cultivate a risk culture by more qualified managers and leaders who train them on developing their skills in order to realize their ambitions. The research looks into learning organizations. The current study looked into the variable of risk-taking culture and its relationship to strategy implementation in Nairobi City County's private hospitals.

The study conducted by Kamau, Sophia, and Vivian (2016) examined the variables influencing the implementation of strategy in government-sponsored hospitals. The study's main goal was to investigate how organizational characteristics influence service delivery in government hospitals. According to the findings of the study, fostering a risk-taking corporate culture has a beneficial effect on strategy execution. With the case study of Nakuru General Hospital, this survey focused on the influence of number aspects that influence the effectiveness of service delivery in public general hospitals. This study investigated the significance of organizational behavior or culture on strategy implementation in private hospitals in Nairobi City County in great detail.

Murunga and Karugu's (2019) study sought to determine how organizational culture aligns with strategic plan execution in educational organizations. The primary goal of the research was to determine the connection between organizational culture and business strategy. According to the findings of the study, establishing organizational culture consistency on elements such as risk-taking and employee collaboration improves strategy implementation. The research centered on

the role of organizational culture in strategy execution in Kenyan universities. Current study looked at how organizational culture affects private hospitals in Nairobi City County.

2.3.3 People Oriented Culture and Strategy Implementation

Biswas et al. (2018) investigated the implementation of a people-focused culture in a large organization. In his article, the authors defined people-oriented culture as a culture of respect and relationship between employees of a company in the same departments, level of qualifications, and responsibilities or roles in a company that impacts daily operations and the companys ultimate success. According to the results of this research, a people-oriented culture is primarily involved in how an organization affects the health, financial, and freedom of working employees in order to promote their influence and productivity in the workplace. This studys findings are broad in the sense that they do not cover a specific topic. The current study specifically investigated the people-oriented culture to success in strategy implementation in private hospitals in Nairobi City County.

Tedla (2016) conducted a study that targeted senior corporate managers from 24 different companies in Ethiopia's corporate management to look into the impact of corporate culture on company governance. The author concluded that in most organizations, a people-oriented culture is a critical component of success and employee retention. Most people prefer to work in organizations where they are motivated, valued, and challenged to achieve their objectives, and where corporate performance are positively linked to the performance of every employee in a company. The current study established that there is a clear relationship around motivating organizational characteristics and organizational success., the overall execution of strategy is under investigated.

Peter et al., (2021) evaluated the effect of organizational strategy on strategic execution. The study's primary goal was to determine how leadership culture influences employee execution of strategic plans. According to the study, employees are more likely to treat customers the way company leaders treat them. As a result, the behaviors of a company's executives and management team are reflected on their customers through their employees. The research looked at how organizational culture affects strategy implementation in faith-based organizations. The current research shed light on how people-oriented culture affects other aspects of strategy implementation in the private hospitals within Nairobi county.

Leon and Morales (2018) conducted a study on the behavior of call center employees and their responses to the application of people-oriented culture principles. According to the study findings, workers' absenteeism and low working morale improved significantly when they felt respected and valued. Although this study reveals an important impact of people-oriented culture on employees, it does not directly link the impact to the impact it has on organizational strategy implementation. The current study looked at how the people-oriented culture of private hospitals in Nairobi City County influences strategy implementation.

Black and La Venture (2017) investigated the characteristics of organizational cultures that keep employees focused on strategic goal implementation. According to the study, people work better in organizations where they are seen as important, where organizations believe in their employees, and where there is open communication that supports their value and inclusion. According to the research, a people-oriented culture produces highly productive and profitable work environments. The current study shed light on the impact of employees' culture on strategic initiative implementation in private hospitals in Nairobi City County.

2.3.4 Team-work culture and Strategy Implementation

Muya and Tundui (2012) conducted research on teamwork as an aspect of organizational culture in Ethiopia. The research concentrated on non-profit groups. According to the research findings, the elements of desire, authenticity, informality, and perceived culture are critical in promoting organizational culture and strategy implementation. These elements emerge as critical in guiding the organization's level of goal attainment. While the research was being undertaken in Africa, near Kenya, it did not concentrate on the healthcare industry, which is characterized by a variety of challenges and organizational cultures. The current study investigated the impact of teamwork as a component of organizational culture in private hospitals in Nairobi City County.

Omondi et al. (2013) analyzed the influence of teamwork in determining strategy implementation among global reproductive health (RH) (NGOs) in Kenya in order to meet the Millennium Development Goals (MDG-5) by 2015. According to the survey, 55% of respondents agreed that team cooperation between implementers and stakeholders influences the strategy's progress and outcome. This study concentrated on non-governmental organizations (NGOs) in Kenya. The current investigation concentrated on private hospitals in Nairobi City County.

Mucaï and Messah (2010) explore the distinctive influence of institutional leadership and its members on Communication strategy and strategic planning management implementation. The study's pearson-product analysis revealed a value of +0.743, indicating a strong relationship between the organizational value of teamwork and the resulting performance. The investigation in this study was based on a case study of the Tea Development Authority. The current investigation concentrated on private hospitals in Nairobi City County.

Nelson and Quick (2011) investigate the critical roles of an existing corporate culture in enhancing employee commitments, strengthening organizational values, establishing a sense of identity for employees and involved stakeholders, and shaping behavioral culture through unification. According to the study, most studies identified team culture as an influential factor in fostering strategic implementation of organizational goals. A structured evaluation of the publications on Kenyan organizations is used in the study. The current research employs a descriptive design and focuses on private hospitals in Nairobi City County.

Olufemi and Ayodele's (2021) research glanced into the impact of teamwork culture on organizational productivity. The principal objective of the research was to look into the connection linking teamwork culture and organizational productivity. The study discovered a link between teamwork culture and organizational productivity effectiveness. This study looked into the impact of teamwork culture in Nigerian technology organizations. The current study looked into the impact of teamwork culture on strategic implementation in Nairobi City County's private Hospitals.

2.4 Summary of literature and Research Gaps

Table 2.1: Summary of Literature Review and Research Gaps

Author	Research Topic	Research Findings	Research Gap	Recommendation for the current study
Salamzadeh,Ahmadi, Daraei and Akbari (2012)	Relationship between organisational culture and strategyimplementation: typologies and dimensions.	Institutions that provide a proper results-oriented culture that involves their employees in realizing the mission creates a sense of ownership and commitment and has a beneficial influence on the strategy execution	The study was about the impact result geared culture has on strategy execution in global private organizations	This study examined influence of organizational culture on strategy execution among private Hospitals in Nairobi City County.
Al-alak and Tarabieh (2011)	Developing a Market Edge andhowCustomer Orientation, Innovation Differentiation, and Market Differentiation Improve Organizational Performance	There was a correlation between enhanced goal-oriented organization culture and improved organizational success	The research was concerned of the effect of goal-oriented culture on competitive advantage in global organizations	The current study examined the influence of organizational culture on private Hospitals within Nairobi City county.
Ahiabor (2014)	The influence of organization culture on firms productivity of: Ghanas vodafone case.	The study finds a possible correlation between corporate culture and productivity.	The study evaluated the influence of goal oriented culture on communication organization—Vodafone.	The current study examined the impact of organizational culture in private Hospitals in Nairobi City County.

Obonyo (2015)	Growth strategies and performance of Safaricom limited in Kenya	There was a close relation between goal-oriented culture and motivation of employees yielding successful execution of competitive strategies	The study used a survey methodology to examine the effect of goal-oriented culture on employee inspiration.	This study focused on the influence of organizational culture on strategy implementation through use of a descriptive methodology
Farrel and Hoon (2015)	What is the risk culture of your company?	The study establishes that risk-taking culture is a critical component that maximizes a company's progress by overcoming the opposing challenges.	The study assessed the impact of risk-taking culture in organizational success.	The current study investigated the link between risk taking culture and implementation of organizational goals under variety of circumstances affecting organizations.
K-Elnagar, Abdelkawi, Elshaer and Salama (2022).	Based on the Cameron and Quinn model, the impact of organizational culture on financial performance (CVF).	The study finds that executives need to establish a proper risk culture for their organisations to avoid minimizing the chances of the company being involved in activities and investments against their stated policies.	This study investigated risk culture in the daily operations of an organization and decision making.	The current study focused on the influence of risk-taking culture as an element of organizational culture on startegy implementation.
Sung and Choi (2014)	Do businesses invest prudently in their employees? The impact of education and training investments on organization learning and innovation.	The study finds that the employees are motivated to cultivate the risk culture through more qualified managers and leaders who train them on implementation of organizational strategies	The study evaluated the impact of risk taking culture on employees in learning organizations	The current study investigated the variable of risk taking culture and its relationship with strategy implementation in private hospitals in Nairobi City County.

Biswas <i>et al.</i> , (2018)	Co-occurring health protection and wellness activities are associated with larger workplaces, a people-oriented culture, and specific industry sectors.	The study finds that people-oriented culture is involved in how an organisation affects the health, financial, and freedom of the working employees to promote their impact and performance in the company	The study investigated implementation of people oriented culture in generally large organization.	The current study particularly investigated the people oriented culture to success in implementation of strategy in the Private Hospitals in Nairobi County.
Kamau, Sopia and Vivian (2016).	Factor affecting strategic change management implementation in Kenya's devolved public health services: A case study of Nakuru Provincial General Hospital	The study established that establishment of corporate culture of risk-taking had a beneficial impact on strategy execution	This study focused on the impact of a number of aspects that influence effectiveness of service delivery in public general hospitals with the case study of Nakuru General Hospital.	The current study examined with precision, the impact of organizational culture on strategy implementation in private hospitals in Nairobi City County.
Murunga and Karugu (2019)	Organizational culture and strategy execution at commission for University education, Kenya.	The study found that establishment of organizational culture consistency on such elements such as risk-taking and employee collaboration has a positive impact on strategy execution.	The study focused on the impact of corporate culture on strategy implementation among universities in Kenya.	The current study examined the influence of organizational culture on the private hospitals in Nairobi City County.
Peter <i>et al.</i> , (2021)	Empirical evidence of organizational strategy and the performance of faith-based organizations.	The study identified that the staff of a company are would possibly treat the customers in the way that the company leaders treat them.	The study zoomed in onthe impact of organizational culture on strategy implementation in faith-based organizations.	The current study shed light on how the people oriented culture influence other elements of strategy implementation.

Olufemi and Ayodele (2021)	Teamwork and organizational productivity: A study of lord's mint technology Nigeria limited.	The study established a correlation between teamwork culture and effectiveness of organizational productivity.	This study investigated the influence of teamwork culture in technology organization in Nigeria.	The current study investigated the impact of teamwork culture on the strategic implementation in private Hospitals in Nairobi City County.
Tedla, (2016)	The influence of organisational culture on corporate performance	The study found that most people choose to work in institutions where they feel motivated, valued and challenged to build their ambitions where the corporate success of companies is directly related to the performance of every individual in a company.	The study looked into the impact of a company's culture on company governance.	The current study established a clear link between inspiring organizational culture and organizational success, the overall strategy execution is underinvestigated.
Leon and Morales, (2018)	The influence of people-oriented governance and employee employability on contact center moral disengagement	The study findings indicate that the rate of absenteeism and poor working morale among the workers improved considerably when the workers felt respected and valued.	The study examined the features of organizational cultures that keep employees focused on implementation of strategic objectives.	The current study evaluated what kind of influence people-oriented culture has on the implementation of strategic initiatives in private Hospitals in Nairobi City County.
Black and La Venture (2017)	The human factor in profitability: Creating meaningful organizations through people-centered cultures.	The study findings indicate that the elements of desire, authenticity, informality, and perceived culture are essential in promoting organizational culture and strategy implementation.	The study focused on teamwork as an element of organizational culture in Ethiopia. The study focused on nongovernmental organizations.	The current survey zoomed in on the influence of teamwork as a facet of organizational culture in private Hospitals in Nairobi City County.

Omondi et al., (2013)	Factors influencing successful strategy execution by international reproductive health nongovernmental organizations in Kenya to achieve Millennium Development Goal 5.	The study finds that team cooperation between implementers and stakeholders affects the progress and outcome of the strategy.	This study focussed on the impact of teamwork culture on strategy implementation in NGOs in Kenya	The current study focused on the influence of teamwork culture on strategy implementation in private Hospitals in Nairobi City County.
Mucaï and Messah (2010)	Benefits and Risks of Outsourcing Security Services: A Case Study of Kenya Tea Development Authority	The study used pearson-product analysis moment analysis revealed a value of +0.743, which connotes that there existed an immersive link between organisational value of teamwork and the resultant performance.	This study based its investigation on a case study of Tea Development Authority to establish relationship between team culture and strategy implementation	The current study focused on the influence of orgaizational culture on straregy implementation in private Hospitals in Nairobi City County.
Nelson and Quick (2011)	Adversity, organisational culture and executive turnover in a Brazilian manufacturer.	The study finds that cultivating team culture featured in most of the studies as an influential factor in fostering strategic implementation of company goals.	The study use a systematic review of literature of organizations in Kenya to find a relationship between team culture and strategy implementation	The current study used a descriptive design to examine the correlation of team culture and strategy implementation

Source: Researcher (2022)

2.5 Conceptual framework

A conceptual framework is a graphical representation of the major components of a research project. A dependent variable is a property that can be measured and that takes on different values depending on the subject. An independent variable is one that has no effect on the outcome of the dependent variable. Goal-oriented culture, risk-taking culture, people-oriented culture, and teamwork culture were all independent variables and strategic implementation measured as a dependent variable.

Independent Variables

Organizational Cultures

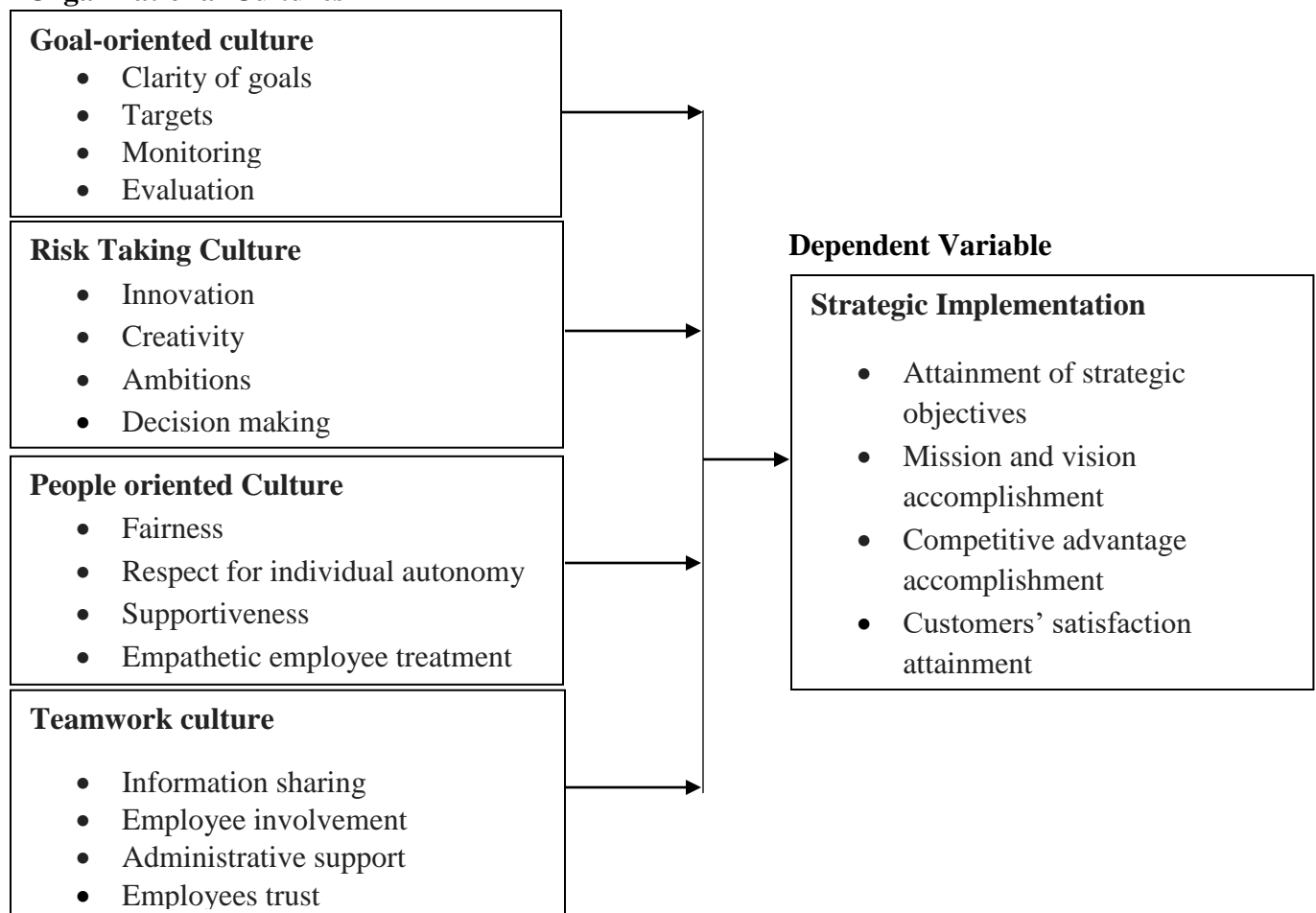


Figure 2.1: Conceptual Framework

Source: Researcher (2022)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The identification of the target population, the sampling method, the data collection method, data collection procedures, data analysis and presentation are all covered in this chapter. Research design, target population, sample size and sampling techniques, data collection and data analysis are the sub-sections that make up this section.

3.2 Research Design

The research adopted a descriptive research design. A descriptive research design, according to Mele, Pels, and Polese (2010), is intended to describe a research problem. It aims to provide answers to the what, where, when, and how of the target phenomenon (Siedlecki, 2020). It enables the researcher to describe the phenomenon using a variety of topics. Descriptive research design, as noted by Baillie (2019), permits the use of a variety of data collection methods in an effort to pinpoint the frequencies, traits, categories, trends, and correlations of various variables.

This study described the application of organizational culture traits like goal-orientedness, risk-taking, people-orientedness, and teamwork in private hospitals in Nairobi City County. The study looked at trends in how these characteristics impact how strategies are implemented. To learn more about the current state of corporate culture and strategy execution in private hospitals in Nairobi City County, the study adopted a descriptive research design. By responding to the what, when, where, and how questions related to organizational culture and strategic implementation in private healthcare organizations in Nairobi County, was used to gather data on the variables and conditions.

3.3 Target Population

As per the Lavrakas (2020), the target population is the entire working population that the researcher wishes to analyse and reach inferences from. As per Flick (2020), the target population refers to the whole group of units for which data was collected. In this regard, the study's intended generalization units comprise the target population (Kumar, 2019). The primary goal of the research was to examine the influence of organizational culture and strategy implementation of private hospitals in Nairobi City County, Kenya, so all of these facilities were the units of interest. The 53 private hospitals in Nairobi City County were the study's target population.

Table 3.1 Private hospital levels

Hospital level	Frequency	Percentage
Level 3 hospitals	17	32%
Level 4 hospitals	28	53%
Level 5 hospitals	8	15%
Total	53	100%

Source: KMPDC (2022)

3.4 Sampling Design

The process of selecting a segment of the population to serve as a panel study of the overall population is known as sampling. The study's subject group was the population as a whole. From among the six main zones of the Nairobi City County area, a private hospital was chosen using a purposeful sampling method. Nairobi North, Nairobi North East, Nairobi East, Nairobi South,

and Nairobi West are some of these zones. Stratified sampling, according to Flick (2020), is appropriate when tackling a sizable research area that is divided into distinct regions.

Using a stratified simple random sampling technique, a population sample of 200 respondents from among the six organizations was chosen. Top management, middle management, and subordinates were all included. The study could choose any unit from the population because of the probability sampling technique.

Table 3.2 Sample size

Category	Target population	Sample percentage	Sample size
Top Management staff	200	10	20
Middle level Management staff	400	10	40
Junior staff members	600	10	60
Subordinate staff	800	10	80
Total	2000	10	200

Source: Research Data (2022)

3.5 Data Collection Instrument

To gather primary data, the study used self-administered questionnaires. Primary data, according to Alston and Bowles (2020), are those that were initially obtained from the participants. In order to gather information about the implementation of the strategy with regard to the influence of the organization culture, self-administered questionnaires were distributed to the sampled private hospitals in Nairobi County. Self-administered questionnaires enabled the collection of data in both structured and unstructured ways, as noted by Jones, Baxter, and Khanduja (2013).

Additionally, the cost of collecting data from a large population and participants who are dispersed throughout the study area is relatively low when using self-administered questionnaires.

In this survey, both subjective and objective data was used to assess the connection between organizational culture and implementation of the strategy. When using large samples, questionnaires enable the research to gather both subjective and objective data, as noted by Zur and Carmeli (2013). Because the respondent completes the questionnaires independently, they are able to provide accurate information in response to questions. It provides the people surveyed with plenty of time to answer the questionnaire, resulting in the presentation of in-depth data required to address the research questions. According to Sora et al. (2020), questionnaires help minimize interviewer bias because respondents respond to the questions on their own. As a result, the researcher did not have any influence over any responses, including those that are opinion-based. With the help of this method, respondents' opinions was collected both formally and informally. The technique was used because, when used to collect statistics from a sizeable population dispersed over a sizable geographic area, it is relatively inexpensive.

3.6 Validity and Reliability of Research Instrument

3.6.1 Validity of Research Instrument

Research validity, according to Patino and Ferreira (2018), is the degree to which conclusions drawn from participant data are accurate when applied to people who share the same traits but are not participants in the study. Shekharan and Bougie (2010) note that by employing specific methods to choose the population sample, the reliability of the research tool can be confirmed. While the major strata were chosen with purpose, the study's sample was picked utilizing a

stratified random sampling technique. Stratified random sampling, according to Elfil and Negida (2017), is one of the sampling methods that improve the true representation of the population sample. As a result, this strategy confirmed the reliability of the research tools.

3.6.2 Reliability of Research Instrument

The consistency with which a method measures a specific variable is its level of reliability. According to Twycross and Shields (2004), semi-structured questionnaires were used in the study to encourage the reliability of the research instruments and to determine their reliability. According to Siedlecki (2020), the use of uniform questions encourages the reliability of the data gathered. The respondents were given questionnaires to complete in order to eliminate bias, and were allowed time to respond before the questionnaires were collected (Smith, 2014). To improve consistency and prevent the researcher's subjectivity, the questionnaire contained open-ended questions. By distributing various types of data collection tools to the population, parallel-forms reliability was sought (Yarnold, 2014).

Research instrument's reliability was assessed using the Cronbach's alpha. According to the results goal-oriented culture had an alpha of 0.767, risk-taking culture had an alpha of 0.774, people-oriented culture had an alpha of 0.708, and teamwork culture had an alpha of 0.791. Strategic implementation had an alpha of 0.693. This suggests that all of the variables are reliable.

Table 3.3 Pilot Test Results

Scale	Cronbach's Alpha	Number of Items
Goal-oriented culture	0.745	13
Risk-taking culture	0.763	10
People-oriented culture	0.751	12
Team culture	0.772	14
Strategy implementation	0.762	4
Aggregate Score	0.7466	46

Source: Research data (2022)

The Cronbach's alpha for Goal-oriented culture was 0.745, for Risk-taking culture 0.763, for people-oriented culture 0.751, for team culture 0.772 and for strategy implementation 0.762. The aggregate reliability results were above 0.7 which is beyond the threshold set. This meant that the instruments were good to be used for the study.

3.7 Data Collection Procedures

A feasibility study was carried out to determine the viability and efficacy of the questionnaires before the actual study on organizational culture and strategy implementation in private hospitals in Nairobi County is conducted. At Radiant Hospital which was used for pilot testing, ten questionnaires were left behind. The chosen hospital was not selected to take part in the final study. After five days, the questionnaires were chosen, and the success of data collection was examined. To maximize the efficiency of data collection during the actual study, ambiguous and other issues that emerged from the data collection tools were corrected. The study's pilot phase helped identify any issues that respondents might have experienced as they attempt to respond to the questions.

3.8 Data Analysis and Presentation

Data collection was feasible from both qualitative and quantitative perspectives. In this context, statistical analysis methods were used both quantitatively and qualitatively. The data was investigated using the SPSS (Statistical Package for Social Science) program. Charts and tables were used to visually represent the results of the descriptive statistical analysis performed on the quantitative data that was collected. The use of percentages, standard deviations (SD), means, and frequency distribution was used to accomplish this. For analyzing items that were scored on a nominal scale, a Likert scale with a range of 1 to 5 was used.

Content analysis was used to code and examine qualitative data. The spread of the data was presented using statistical techniques like the coefficient of variance (CV), mean, and standard deviation. Measurements of inferential relationships between various variables was also made. Analysis of multiple regressions was carried out to show how the dependent and independent variables are related causally. To demonstrate the contribution of independent variables to the dependent variables, multiple regression was obtained. Goal-oriented culture, risk-taking culture, people-oriented culture, and teamwork culture were the four independent variables in this study.

Equation for multiple regression models was;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where

Y= Strategic Implementation in Private Hospitals

β_0 = Constant (coefficient of intercept)

$\beta_1 \dots \beta_4$ = regression coefficient of four variables.

X_1 = Goal oriented culture

X_2 = Risk taking culture

X_3 = People oriented culture

X_4 = Teamwork culture

ε = Error term

3.9 Ethical Considerations

When participants in a study are given little to no information about it, the researcher anticipates ethical problems with informed consent. The researcher set aside time to inform the participants in order to address this issue. Making sure that participant names were kept anonymous and helped to address the threat to confidentiality and privacy. Participants were not victimized or judged based on their responses in this way (Lie & Witteveen, 2015). Participants' responses to the study were kept entirely confidential and with the utmost respect. Additionally, the participants received reassurance that their information was not misused and was only used for research.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

After descriptive analysis was done, the study's findings were provided in this chapter. The influence of organizational culture and its components, including goal-oriented culture, risk-taking culture, people-oriented culture and team culture on strategic implementation in private hospitals in Nairobi City County was examined by the researcher. The results are given in graphs, tables, charts, and sections according to the variables under examination.

4.2 Response Rate

Systematic sampling was used to distribute 200 questionnaires to respondents, which were all filled out, yielding a 100% response rate. The drop and pick approach was improved by following up on questionnaire filling with the respondents which contributed to the perfect response rate of a 100%.

Table 4.1 Response Rate

Questionnaires given out	Number	percentage
Those responded	200	100
Those without response	0	0
Total	200	100

Source: Research Data (2022)

According to the results, all the 200 questionnaires were filled and returned leading to a 100% response rate. Considering the opinions of Mugenda and Mugenda (2003), who stated that any study with of 70% response rate or higher is judged suitable for utilization, the response rate of 100% matched the criteria and demonstrated that it was appropriate for use in the study.

4.3 Demographic Information

The findings on the demographic data of the research respondents are shown in the following section.

4.3.1 Respondents' Job Titles

The respondents were asked to indicate their job titles as shown in Figure 4.1

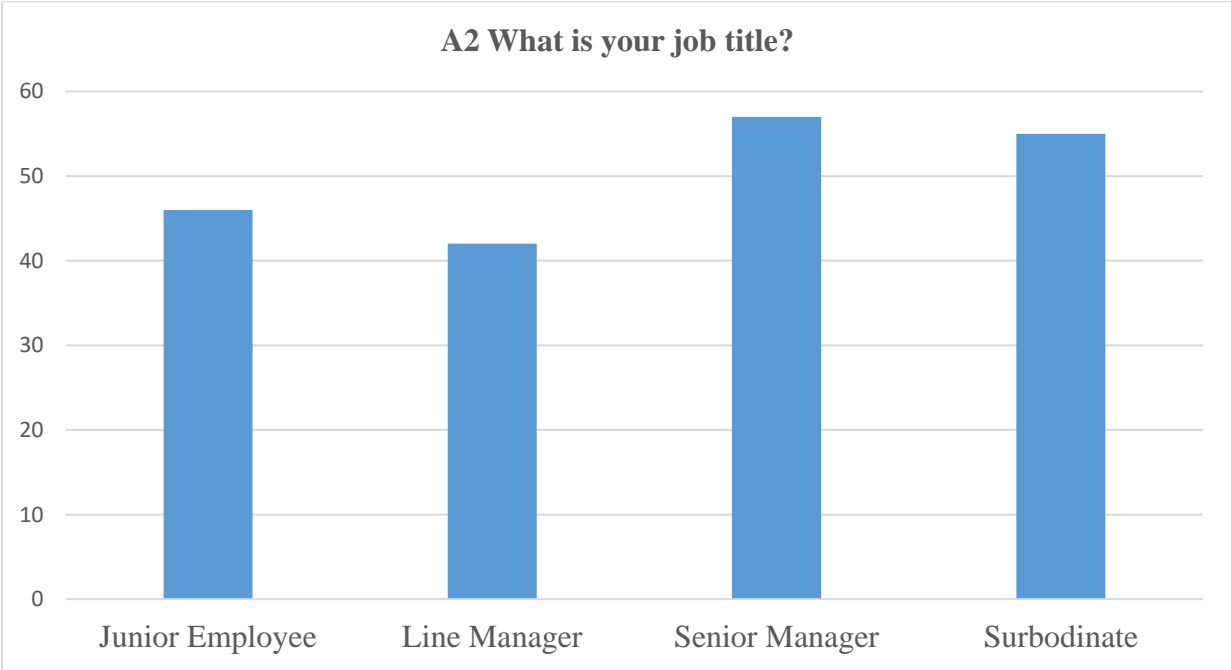


Figure 4.1: Job Title of the Respondents

Source: Research Data (2022)

As indicated in figure 4.3.1, twenty-two percent of the respondents were junior employees, 31 percent were line managers, and 28 percent were senior managers while 27 percent were subordinate staff. The high percentage of subordinate staff is in line with their high representation in the organization.

4.3.2 Number of years the institution has been in operation

This section asked the participants to indicate the length of time in years their organizations have been in operation.

Table 4.2: Number of years the institution has been in operation

years	Frequency	Percent	Valid Percent	Cumulative Percent
0-20	183	91.5	91.5	91.5
21-30	10	5.0	5.0	96.5
31-40	3	1.5	1.5	98.0
41-50	1	.5	.5	98.5
Over 60 years	3	1.5	1.5	100.0
Total	200	100.0	100.0	

Source: Research Data (2022)

Most of the private hospitals had existed for less than 20 years, there however was a significant few that had been operation for a period of about 20 years. Less than two percent of the private hospitals had existed for a period of over 60 years.

This is an indication that most of the private hospitals had been operational long enough to provide reliable information about the influence of organizational culture in private hospitals in Nairobi City County Kenya.

4.3.3 Respondents Department

This section asked the participants to indicate the sections in which they work in the hospitals.

The results are as indicated in the table 4.3

Table 4.3: Department present in the hospital

Departments	Frequency	Percentage	Valid percent	Cumulative percentage
1-3	43	21.5	21.5	21.5
3-6	97	48.5	48.5	48.5
6-9	32	16	16	16
9-12	22	11	11	11
12-15	6	3	3	3
Total		100	100	100

Source: Research Data (2022)

Private facilities had less than 10 departments; only 6 percent of the private hospitals that had more than 15 departments.

4.3.4 Organizational culture practice

In this section, the respondents were asked whether their organizations practiced organizational culture. The results are as represented in Figure 4.2

**A6 - Does your organization practise organizational culture?
197 Responses**

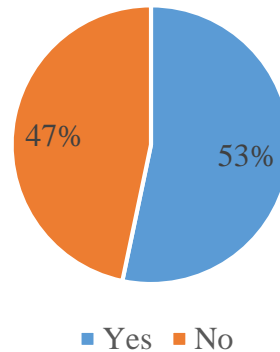


Figure 4.2: Organizational culture

Source: Research Data (2022)

As indicated in figure 4.2, 47 percent of the institution did not practice organization culture while 53 percent practices. These results indicate that the majority of the organizational representatives from private hospitals in Nairobi City County indicated that their organizations practiced organizational culture. These findings agree with Ndege et al. (2022) that most organizations in Kenya have adopted organizational culture to influence attainment of organizational goals. As such, the results were relevant in informing the influence of organizational culture on strategic implementation in private hospitals in Nairobi City County, Kenya.

4.3.5 Strategic Goals

This section sought to establish if the respondents' organizations have strategic goals in place.

A7 - Does your organization have any strategic goals in place ?
195 respondents

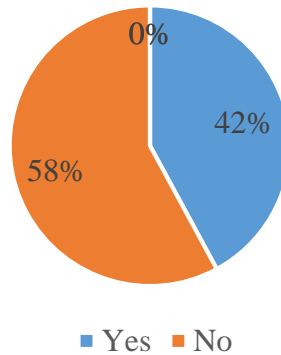


Fig 4.3: Strategic goals in place

Source: Research Data (2022)

As the figure 4.3 indicates; 58 percent of the private hospitals did not have strategic goals in place compared to 42 percent that had the strategic goals. These results align with Nini and Kihara (2023) study that most organizations in Kenya have adopted strategic planning to foster competitive advantage. Therefore, these findings were considered relevant to enlighten the influence of organizational culture on strategic implementation in private hospitals in Nairobi City County, Kenya.

4.3.6 Strategy Implementation Process

This section sought to establish if the organizations have strategy implementation in process already as figure 4.4 indicates.

**Is there a strategy implementation process in place in the organization.
198 respondents.**

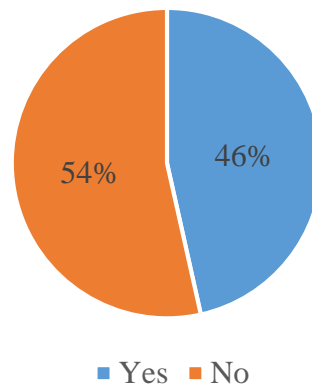


Fig 4.4: Strategy implementation in place

Source: Research Data (2022)

As indicated in Figure 4.4, 54 percent of the respondents consented that their institutions had strategic implementation process in place, 46 percent did not have. According to Odhiambo and Mang'ana (2022), most private organizations in Kenya have adopted strategic goals with the aim of fostering attainment of strategic goals.

4.4 Descriptive Statistics

The following section summarizes the findings of the descriptive analysis of the study conducted in accordance with the study variables.

4.4.1 Effects of Goal-oriented Culture on Strategy implementation

Participants were asked to rate their degree of consensus on the statements about effects of goal-oriented culture on strategy implementation using a scale of 1-5. See results in Table 4.4

Table4.4: Effects of Goal-oriented Culture on Strategy implementation

Statements of Goal-oriented culture	Mean	SD
The organizational goals are very clear	2.40	1.32
The organizational long-term goals are translated into functional individual and organizational goals	2.83	1.35
There are clear goal-oriented agreements between the staff and the organizational leaders	2.97	1.40
Organizational leadership has built a culture of goal setting and attainment	3.08	1.43
There are clear goal-oriented alliances between the staff and the organizational leaders	2.93	1.47
High demands and achievement set the tradition of goal pursuing in the organization	3.07	1.48
The organization champions inclusion of all members of the organization in goal setting	2.93	1.44
The organization keeps a culture of tracking goals achievement	2.91	1.45
The company defines success as outperforming the competition and winning in the marketplace. Leadership in a competitive market is critical.	2.98	1.50
The organization places a premium on competitive actions and achievement. The ability to hit stretch goals and win in the marketplace is dominant. (evaluation)	3.02	1.48
Aggregate Scores	2.912	1.432

Source: Research Data (2022)

From the Table 4.4, regarding goal-oriented culture, most of the respondents disagreed that the organizational goals were very clear shown by the mean of 2.83 while most agreement between employees and leadership was supported by a mean of 2.97.

These results agree with Sumkaew and Intanon (2021) study that found that clarity of goals and involvement of employees in decision making foster strategy implementation.

Further, respondents agreed that private hospitals in Nairobi County have a culture of goal-setting and attainment shown by a mean of 3.08. On making clear and goal-oriented agreements between the staff and the leaders, a significantly higher number of respondents were of the view that this did not happen in their respective organizations shown by a mean of 2.93. Most respondents agreed on the existence of goal pursuing culture shown by 3.07 mean. The culture of inclusion, involvement and commitment to achieve goals was agreed upon as indicated by 2.91, 2.98 and 3.02 respectively. These results concur with Blicher et al,(2016) describes as success where uncontested markets and increasing the market share of the patients who prefer to use a particular health facility lead to competitive advantage.

4.4.2 Influence of Risk-taking Culture on Strategy Implementation.

Participants were asked to rate their degree of consensus. On the statements about influence of risk-taking culture on strategy implementation using a scale of 1-5. The results are shown in Table 4.5

Table 4.5: Influence of Risk-taking Culture on Strategy Implementation

Statements of Risk – Taking Culture	Mean	SD
My organization encourages employees to embrace innovative opportunities	2.89	1.57
Employees in my organization are encouraged to take calculated risk when implementing organizational strategies	2.88	1.31
Innovative ideas are highly encouraged in our organization	3.11	1.36
When taking creative risks, there is space for error in our organization.	2.97	1.35
Ambitions of the employee are highly encouraged	3.09	1.41
Employees have built entrepreneurial culture of taking risks	3.00	1.42
Employees are willing to stick their neck and take risks in their everyday undertakings	3.01	1.49
The organization emphasizes permanence and stability	3.10	1.45
The organizational leadership supports employees with resources to take innovative risks	2.98	1.47
Employees are empowered by the organization to take risks"	2.96	1.50
Aggregate Scores	2.999	1.433

Source: Research Data (2022)

From Table 4.5 respondents indicated that most private hospitals in Nairobi County do not encourage employees to embrace innovative opportunities as shown by the mean of 2.89, moderate encouragement to take calculated risk as shown by 2.88 mean. However, most respondents indicated that innovative ideas are welcome in strategy implementation as shown by the mean of 3.11. The findings are consistent with Huber's (2011) study, which discovered that encouraging calculated risk and innovative thinking has a positive impact on strategy execution.

Moreover, most respondents disagreed that the organizations had rooms for mistake as shown by a mean of 2.97. However, a good proportion of the health workers in the diverse set of private hospitals in Nairobi agreed to have built entrepreneurial culture of taking risks, though the environment was the main limiting factor as shown by a mean of 3 and 3.01 respectively. These results concur with Kanu (2020) study which found that maintenance of a sound risk culture provides employees with a strong base through which implementation of organizational strategies can be fortified.

4.4.3 Influence of People-oriented Culture on Strategy Implementation

Respondents were asked to rate how much they agreed with each statement about the influence of people-oriented culture on strategy implementation using a scale of 1-5. The results are shown in Table 4.6

Table 4.6: Influence of People-oriented Culture on Strategy Implementation

Statements of people-Oriented Culture	Mean	SD
My organization highly invests in people"	2.67	1.45
In our organization people are enhanced to balance between work and their individual lives	3.26	1.43
Mentorship and coaching are employed to keep employees empowered throughout their work	2.98	1.44
Cultural competence awareness is provided and encouraged among employees in all levels	3.28	1.43
Individual concerns that inhibit productivity are examined and addressed with organizational support	2.88	1.47
Employees views are considered in decision making	3.18	1.44
The organization has well-structured reward systems to ensure all employees are motivated	2.79	1.54
Organizational crisis is resolved with fairness and empathy among all employees	3.03	1.47
The organizational leadership is keen on serving the people working with the organization	3.09	1.45
Resources are set aside to ensure employees are covered in areas such as sickness and wellbeing	2.91	1.45
Aggregate Scores	2.719	1.457

Source: Research Data (2022)

Most respondents interviewed that they do not agree that their respective organizations invest in people as indicated by the mean 3.26. However, a majority stated that there is a good working culture that cut across most of the organizations as they encouraged the employees to balance between work and their individual lives as shown by the mean 2.98. Most respondents indicated that private hospitals in Nairobi City County do not encourage awareness creation about organizational culture as indicated by 3.28 mean. Most respondents in Private hospitals in Nairobi City County agreed that their input is welcome in decision making as shown by 3.18 mean. The respondents who saw their institution to be fair on how they resolved crisis as it arose were the same to those who disagreed as shown by the mean 3.02. These results concur with Ndegwa (2021) study which indicated that people-oriented culture has positive influence on strategy implementation but if it is not well understood by employees.

4.4.4: Influence of Team Culture on Strategy implementation

Respondents were asked to indicate their level of agreement on the statements about the Influence of team culture on strategy implementation using a scale of 1-5. The results are shown in Table 4.7

Table 4.7: Influence of Team Culture on Strategy implementation

Statements of Team Culture	Mean	SD
The organization has strong formal and informal team perspectives that guide organizational teams	2.66	2.66
Employees in my organization are encouraged to take pride in their being part of the organizational teams.	3.13	3.13
Our organization has built a culture of sharing thoughtful feedback among employees	3.07	3.07
Our organization organizes team building seminars and training to fortify teams	3.21	3.21
Employees in various departments in our organization are friends"	2.79	1.45
Most employees in our organization treat the organization as a very personal place. People seem to share a lot of personal information when working at the organization.	2.87	1.31
Diverse views are welcome and respected at my workplace	3.11	1.11
Ideas are freely and openly exchanged in my place of employment.	3.02	1.02
The leadership of the company is frequently cited as an excellent example of mentorship, enablement, or fostering (Management support)	2.86	1.99
Teamwork, consensus, and involvement characterize the organization's management approach.	3.07	1.67
Aggregate Score	2.979	2.062

Source: Survey Data (2022)

Few of the organizations were found to have strong formal and informal team perspective that guide the organizational teams as the 2.66 mean indicate. A large percentage strongly disagreed that their organizations are encouraged to take pride in their teams as the 3.13 mean indicates.

Twenty-one percent of the response reported that their organizations had built a culture of sharing thoughtful feedback as shown by 3.07 mean. Team building seminars were organized in over 47 percent of the organizations to fortify the team as shown by 3.21 mean. These findings concur with Mbaka and Mugambi (2014) study findings that existence of strong teams, consensus in decision making and enhanced communication among employees fortify strategy implementation.

Additionally, friendship was not embraced in over fifty percent of the organizational departments as 2.79 mean indicate. Most of the people did not share their personal information while working at the organization as 3.11 mean indicate. Diverse views are welcomed and respected in over 44 percent of the organization but there is still a significant amount of respondents who reported this not being the case in their respective organization as shown by 3.02 mean. A study conducted by Rajasekar (2014) on the factors influencing strategy implementation in the service industry discovered that management should be heavily involved in strategy execution. The study established that the leadership should foster sharing of information and alignment of resources and team needs to enhance attainment of strategic goals.

4.4.5 Strategy implementation

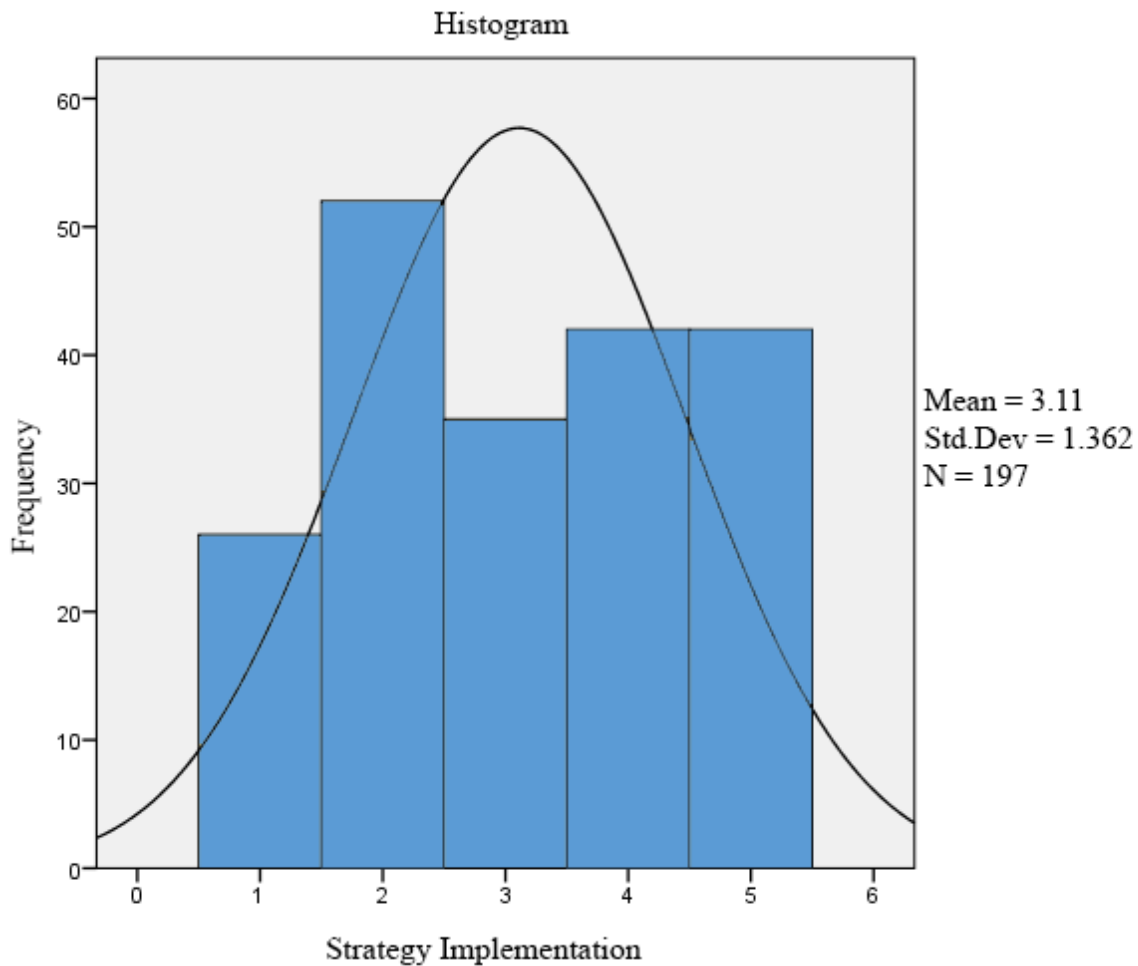


Figure 4.5 Strategy Implementation

Source: Research Data (2022)

The histogram indicated a normal distribution curve of all the data collected.

4.5 Inferential Statistics

The following section describes the statistical analysis that involved using sample data to draw conclusions about our larger population. In the context of the research project on the relationship between strategy implementation and organizational culture, inferential statistics were paramount to test the hypotheses and make inferences about the relationship between the two variables.

4.5.1 Regression Analysis

Table 4.8: Regression statistics

Regression Statistics	
Multiple R	0.060758
R Square	0.003692
Adjusted R Square	-0.00134
Standard Error	0.501189
Observations	200

Source: Research Data (2022)

Regression analysis was conducted and this were the results, the relationship between the four factors goal orientation, risking culture, people-oriented culture and teamwork culture was weak closer to zero.

4.5.2 Analysis of Variance

Table 4.9: Analysis of variance

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	0.184282	0.184282	0.733636	0.392743
Residual	198	49.73572	0.25119		
Total	199	49.92			

Source: Research Data (2022)

There was no regression between the four factors and strategy implementation. The F calculated is lower than the F tabulated with $P > .005$. The null hypothesis of similar of checking the four factors independently on how they affect strategy implementation by the private institution should be retained.

Table 4.10: Coefficients

Regress strategy implementation, Goal oriented culture, risk taking culture, People oriented Culture, Teamwork culture.

Source	SS	DF	MS	Number of Obs =192		
Model	1.54857048	4	0.38714262	F(4, 187) = 1.56		
Residual	46.2639295	187	0.247400693	Prob > F = 0.1854		
Total	47.8125	191	0.250327225	R-Squared = 0.0324		
				Adj R-Squared = 0.0117		
				Root MSE = 0.49739		
Strategy Implementation ~n	Coef.	Std.Err	t	P> t	[95% Coef. Interval]	
Goal oriented Culture	0.114824	0.266155	0.43	0.667	-0.0410228	0.639876
Risk Oriented Culture	0.0078709	0.027325	0.29	0.774	-0.046034	0.0617759
People Oriented Culture	-0.0538306	0.0257566	-2.09	0.038	-0.1046414	-0.0030199
Team Work Culture	-0.0338664	0.0257839	-1.31	0.191	-0.0847311	0.0169984
Cons	0.7376785	0.1730202	4.26	0.000	0.3963561	1.079001

Source: Research Data (2022)

$$\text{Regression equation: } Y = 0.73 + 0.11X_1 + 0.007X_2 - 0.05X_3 - 0.03X_4$$

Where,

X_1 =Goal oriented culture.

X_2 =Risk taking culture.

X_3 = People oriented culture.

X_4 = Team oriented culture.

The results indicated that when all factors are held constant strategic implementation will be at 0.73. Goal-oriented culture was observed to have the greatest relationship and impact on strategy implementation at 0.11. Risk-Oriented culture followed with 0.007. People-oriented culture and Team-Oriented culture were not much significant. The study determined that when the factors were not balanced, there was a higher employee turnover as they were unhappy and not committed to their tasks.

Goal-oriented culture made the employed happier and aligned to the institutions structure to ensure success. Goal oriented culture allowed people to share beliefs. The results show that there is 95 percent confidence that strategic implementation can be realized by striking a balance between team culture, goal orientation, people-oriented culture and risk-taking culture.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

After doing descriptive and regression analysis, the researcher's findings are summarized in this chapter. It also includes a section on the inferences made in light of the study's findings, as well as advice and tips that can direct future researchers in terms of the subjects they should investigate.

5.2 Summary of the Study

5.2.1 Goal-Oriented Culture

According to the findings of the study, the majority of workers did not agree that the organization's goals were clear. The organization's dynamic goals for the present and the future are not well understood by the staff. They are therefore not able to align each situation to the intended goal. However, a significant number agreed that their organization goals were very clear. A study by Kim et al (2013) affirms that Goal-oriented culture among employees in an organization is crucial in creating a competitive worldwide global market. The understanding of the present and future goals enabled the researcher to adjust to the changing situations while still focusing on achieving the intended goals. Jepkemboi et al (2016) affirms that goal-oriented culture remains the key to a strategically relevant organizational goals implementation as an encouraging and unifying factor to be taken into consideration in the implementation process. This is based on the existing findings that its absence can cause lack of ownership, commitment and individual initiative leading to unsuccessful implementation of strategies.

About 40% of the respondents stated that the organization had a leadership that built a culture of goal setting and attainment while 30% had a contrary opinion. In line with the above, according to Awadh and Saad (2013), an institution's values and norms are predicated on its relationship between its staff and its leaders. The managers are required to relate organizations performance and each other's culture in providing a competitive advantage. Respondents pointed that their organizations do not encourage innovations, contrary to Lee et al (2017) suggested that adhocracy and innovative culture allows room for risk taking and creativity which is important in faster and efficient carrying out of strategy implementation procedures.

5.2.2 Risk-Taking Culture

14% of those surveyed strongly agreed that their companies encourage employees to take intellectual risks when carrying out corporate strategy. According to Gontarek (2015), a risk-taking culture within a company is essential for making sure that doing what is appropriate is valued more highly than doing anything that it takes. 500 bank executives participated in a KPMG survey, and 48% of the participants said that the culture of risk-taking was a significant cause of the credit crisis. The firms with a sturdy risk-taking culture are able to withstand the storm.

40 % of nurses in private hospitals disagreed that their organizations had room for mistakes. Contrary to Gontarek, (2015) organizations should set room for mistake and should impose training sessions as they are crucial to inform employees that mistakes can be made and learnt from them. Risks may be taken by everybody as it is part of corporate risk culture. In the study, about half of the participants consented that they were highly cheered by the organization to take risks. In line to Sung and Choi (2015) who states that employee empowerment can possibly lead

to more innovations in an organization. Innovations can be risky but can be of great help to the institution's outcome.

5.2.3 People-Oriented Culture

Over 50% of the respondents disagreed on whether their organizations invest in people. Thomson et al. (2012) alluded that for successful implementation of strategy, there is need for employee's motivation and inclusivity in setting of organization's objectives for successful strategy execution and results realization. 19.5% of the respondents saw their institution to be fair in resolving crisis and 18% did not agree if their leadership were keen on serving the employees.

In line with Jankelová (2021) findings, employees' behavior can partially define organization culture especially when they are not under direct supervision and act on value-based instincts. The percentage of the respondents who disagreed if there was a rewarding system was 27 %. Recognition and praise are important in fostering a positive and conducive work environment this will inspire employees to feel more motivated and encouraged to share ideas with colleagues and leaders (Jankelová, 202).

From the survey, 32 percent of the respondents strongly disagreed that the organization has strong formal and informal team. There is no strong professional relationship, the employees just gather to accomplish their daily allocated tasks. The employees are not therefore able to comfortably share their opinions, information, problems and experiences.

Burke (2017), discovered that an absence of common company norms and a vision can lower productivity of the organization Also, according to Kamugisha (2014) conflicts between desired culture, perceived culture, real culture and informal culture can lead to reduction in organization's performance potential.

5.2.4 Team Culture

On management 44% of the respondents agree that there is strong team work consensus and participation. Mbaka and Mugambi (2014) agrees that professional connections in various sections and various strategy levels, organization structure, commitment, consensus, communication and resources inadequacy affect team work and idea sharing. A study carried out by Rajasekar (2014) on the factors influencing how a service sector strategy is executed determined that leadership should play a significant role in the implementation of strategies. The organization's structure should be well-aligned, all processes should be standardized, and staff members should be guided and inspired to carry out the strategy. Leaders should also ensure effective communication is done to their staff to improve the organization's ability to execute and improve its strategy.

5.2.5 Strategy Implementation in Private Hospitals

The study found out that the long-term influence of organizational culture on strategy implementation is positive. A considerable influence on realization of vision and mission, competitive advantage and customer satisfaction was associated with enhancement of organizational culture. When the organizational culture encourages goal orientation, understanding of the organizational goals and owning them, innovation, care about the employees and build strong teams, positive attitudes foster implementation of strategies. It culminates in considerably enhanced customer satisfaction, attainment of organizational goals as indicated in the vision and mission and building a competitive advantage.

5.3 Conclusions the Study

Private hospitals in Nairobi City County have adopted goal-oriented culture as an important tool to drive strategy implementations. A close relationship between goal-oriented culture positive

impact on strategy implementation and clarity of goals was established. Goal-oriented culture has also been associated with employees developing a sense of ownership thus promoting strategy implementation among private hospitals in Nairobi City County. However, clarity of goals has not been fully embraced in Nairobi City County Private Hospitals. This dilutes the sense of ownership among employees and has negative impact on strategy implementation.

Calculated risk-taking culture is encouraged among private hospitals in Nairobi City County. The research revealed that risk-taking culture has significant impact on strategy implementation. It boosts the confidence of taking risks since the employees are sure of learning from mistakes even when they occur. Half the private hospitals in Nairobi City County embrace people-oriented culture. However, most of these organizations lack the necessary investment on people. The aspect of work-life imbalance is associated with demotivation among employees thus having an adverse influence on the implementation of strategies in the organization.

Among private hospitals in Nairobi City County, a significant link between team culture and strategy implementation was found. Lack of strong professional relationship was associated with the tendency that the employees just gather to accomplish their daily allocated tasks and not to enrich their organizational values. Therefore, poor customer experiences were associated with lack of strong values among the employees to strengthen their team culture.

5.4 Recommendations of the Study

The following suggestions were made based on the findings: Private hospitals in Nairobi City County need to establish a culture where the employees are made aware explicitly about the organizational goals that have been set. It is important that the employees of private hospitals understand the goals that guide their organization. This can be attained through clarifying the

organizational goals and ensuring that they all own them as their own. This sense of belonging will be crucial in making sure that all their engagements are aimed to attain the organizational goals. Involving the employees in synthesizing the organizational goals will help them align their personal goals with their personal goals thus fostering attainment of strategic implementation.

Secondly, the management of the private hospitals in Nairobi City County must promote staff collaboration and include staff members in decision-making. It is critical that staff members adopt organizational culture and internalize shared ideals. Additionally, top management should give clear instructions and guidance to motivate staff members and win their commitment to the achievement of the company's goals. Managers should be team players as well because the cultural characteristics of the private hospitals that they value will affect how management conducts themselves to create a successful strategy execution. Management must realize how crucially essential cultural factors are in defining leadership behaviors on collaboration and strategy implementation. Top management can closely monitor the process, but they should also engage their staff to get their input on the suggested course of action. Additionally, it should be carried out continually throughout a number of phases to give management adequate time to assess and comprehend that cultural elements are crucial in defining leadership behaviors.

Thirdly, private hospitals in Nairobi City County need to allow for innovation and not only follow the rules since, while doing so produces results; it also restricts the ability of employees to make decisions. Organizational culture is important and, if fully understood, can be applied to gain a long-term market edge. This is largely why it is regarded as having such strong significance in both the educational and business sectors. For that reason, since organizational culture can directly affect how well a plan is executed, management must concentrate on fostering and expanding its dimensions.

Additionally, the private hospitals in Nairobi City County should encourage teamwork to accomplish goals rather than focusing solely on winning and goal delivery. In order to establish a stable culture that can be imitated, leadership must nurture and cultivate the private hospitals culture that recognize and reward for the triumphant strategy execution. This is because this feature encourages staff to develop effective procedures and for sustainable strategy execution and remain loyal. As well, private hospitals must allow for risk-taking since, doing so produces results; It also limits staff members' capacity for making choices when they are afraid of taking risks. Organizational culture is valued and, if properly understood, may be used to develop a long-lasting competitive advantage, which is primarily why it is accorded so high priority in both the academic and corporate worlds. Therefore, management must concentrate on fostering and expanding its dimensions.

5.5 Recommendation for Further Research

This study adds to the corpus of information by enabling a better understanding of how corporate culture influences how strategies are executed in Nairobi City County's private hospitals. This survey has revealed that goal-oriented culture, risk-taking culture, people-oriented culture and team culture affect how private hospitals in Nairobi City County adopt strategies, and as a result, the report urges that more research be conducted on; influence of organizational culture on employees performance in private hospitals in Nairobi City County, influence of organizational culture on employees motivation among workers in private hospitals in Nairobi City County, influence of organizational leadership on strategic implementation among private hospitals in Nairobi City County and effects of organizational culture on employee turnover in private hospitals in Nairobi City County.

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APPENDICES

Appendix I: Introductory Letter

From: **MUNYI, DANIEL WAMBUGU**

To: Respondent

Dear Respondent,

RE: Questionnaire

I am a student at Kenyatta University pursuing Master of Business Administration.

I am expected to perform research in my field of study as part of my course assignment. In this regard, I am conducting research on **ORGANIZATIONAL CULTURE AND STRATEGY IMPLEMENTATION OF PRIVATE HOSPITALS IN NAIROBI CITY COUNTY, KENYA.**

Please take a moment to answer the accompanying questionnaire so I can complete the research.

Take notice that all data provided will be handled with the highest secrecy and will only be used for this study in compliance with academic research ethics. Thank you for your cooperation and taking your time to complete the questionnaire.

Yours sincerely,

MUNYI, DANIEL WAMBUGU

D53/0L/CTY/28376/2019

Appendix II: Questionnaire

This questionnaire aims to determine how culture impacts the execution of strategies and how those impacts are perceived. The data that will be gathered will be treated with confidentiality and used only for academic purposes. The establishment that was interviewed will receive a copy of the findings upon request. We sincerely appreciate your valuable help in completing this questionnaire.

PART A: RESPONDENTS DEMOGRAPHICS

Kindly fill in the blank spaces accordingly

A1. What is the name of the hospital you work for? -----

A2. What is your job Title?

Senior Manager []

Line Manager []

Junior Employee []

Subordinate Staff []

A3. How long has the hospital been in operation? -----

A4. How many departments do you have?-----

A5. Please write here how many employees are employed in the hospital-----

A6. Does your organization practice organizational Culture?

Yes [] No []

A7. Does the organization have any strategic goals in place?

Yes No

A8. Is there a strategy implementation process in place in the organization?

Yes No

PART B: ORGANIZATIONAL CULTURE

Effects of Goal-oriented Culture on Strategy implementation

B9. Please specify how each of the following. goal-oriented cultures apply to your company.

Key: 1-Strongly Disagree; 2 - Disagree; 3 - Undecided; 4- Agree; 5- Strongly Agree

Statements on goal-oriented culture	1	2	3	4	5
The organizational goals are very clear					
The long-term goals of the organization are translated to feature functional individual and organizational goals.					
There are clear goal-oriented agreements between the staff and the organizational leaders					
The organization is very goal-oriented and the major concern among members of staff is attainment of set goals					
Organizational leadership has built a culture of goal setting and attainment					
High demands and achievement set the tradition of goal pursuing in the organization					
The organization champions inclusion of all members of the organization in goal setting					
The organization keeps a culture of tracking goals achievement					
The firm maintains a clear definition of the competitive enhancement of the organization.					
The organization puts emphasis on actions that lead to competitive attainment to enable achievement of targets in the market place.					

B10. What other effects does a goal-oriented culture have on strategy execution in your organization?.....

.....

SECTION C: Influence of Risk-taking Culture on Strategy Implementation

C11. Kindly indicate the degree to which your company embodies the following risk-taking culture. On a five-point Likert scale, rate your response. 1-Strongly Disagree; 2 - Disagree; 3 - Undecided; 4- Agree; 5- Strongly Agree

Statements on Risk-taking culture	1	2	3	4	5
My organization encourages employees to embrace innovative opportunities					
Employees in my organization are encouraged to take calculated risk when implementing organizational strategies					
Innovative ideas are highly encouraged in our organization					
In our organization, there is room for mistakes when taking innovative risks					
Ambitions of the employee are highly encouraged					
Employees have built entrepreneurial culture of taking risks					
Employees are willing to take risks in their every day undertakings					
The organization emphasizes permanence and stability					
The organizational leadership supports employees with resources to take innovative risks					
Employees are empowered by the organization to take risks					

C12. How else does your organization's risk-taking culture influence plan implementation?

.....

Section D: Influence of People-oriented Culture on Strategy Implementation

D13. Please rate how well your company is implementing the following people-oriented culture.

On a five-point Likert scale, rate your response. 1-Strongly Disagree; 2 - Disagree; 3 - Undecided; 4- Agree; 5- Strongly Agree

Statements on People-oriented Culture	1	2	3	4	5
My organization highly invests in people					
In our organization people are enhanced to balance between work and their individual lives					
Mentorship and coaching are employed to keep employees empowered throughout their work					
Cultural competence awareness is provided and encouraged among employees in all levels					
Individual concerns that inhibit productivity are examined and addressed with organizational support					
Employees views are considered in decision making					
The organization has well structured reward systems to ensure all employees are motivated					
Organizational crisis are resolved with fairness and empathy among all employees					
The organizational leadership is keen on serving the people working with the organization					
Resources are set aside to ensure employees are covered in areas such as sickness and wellbeing					

D14. How else does your organization's People-oriented Culture impact strategy implementation?.....

...

Section E: Influence of Team Culture on Strategy implementation

E15. Please rate how well the following people-oriented culture is incorporated at your company.

On a five-point Likert scale, rate your response. which 1-Strongly Disagree; 2 - Disagree; 3 - Undecided; 4- Agree; 5- Strongly Agree

Statements on team culture	1	2	3	4	5
The organization has strong formal and informal team perspectives that guide organizational teams					
Employees in my organization are encouraged to take pride in their being part of the organizational teams.					
Our organization has built a culture of sharing thoughtful feedback among employees					
Our organization organizes team building seminars and training to fortify teams					
Employees in various departments in our organization are friends					
Most employees in our organization treat the organization as a very personal place. People seem to share a lot of personal information when working at the organization.					
Diverse views are welcome and respected at my workplace					
The organization allow open idea sharing among employees					
The organization's leadership is typically seen as an example of mentoring, facilitating, or nurturing (Management support)					
Teamwork, consensus, and participation characterize the organization's management style.					

E16. How else does your organization's teamwork culture impact how well strategies are implemented?

.....

Thank You for your cooperation

Appendices III: Private Hospitals in Nairobi County

1. Nairobi South Hospital
2. Bristol Park Hospital
3. Ladnan Hospital
4. Acacia Medical Center
5. Aga Khan University Hospital Nairobi
6. Meridian Medical Center
7. Meridian Equator Hospital Limited
8. Savannah Healthcare Services
9. Avenue Healthcare
10. Getrude Gardens Children Hospital
11. Nairobi Women's Hospital
12. The Mater Hospital
13. Nairobi Hospital
14. Guru Nanak Ramgarhia Sikh Hospital
15. Karen Hospital
16. Mariakani Cottage Hospital
17. Nairobi West Hospital
18. St. Mary's Hospital Langata
19. Mp Shah Hospital
20. Masaba Hospital
21. Nairobi East Hospital
22. Langata Hospital

23. Ruaraka Uhai Neema Hospital
24. Medanta Africare
25. Melchizedek Hospital
26. Jamaa Mission Hospital
27. St. Francis Community Hospital
28. Jacaranda Healthcare
29. The German Medical Center
30. Mediheal Hospital
31. Care Hospital
32. Kasarani Maternity and Nursing Home
33. Menelik Hospital
34. St. Scholastica Uzima Hospital
35. Marura Nursing Home
36. Maria Immaculata Hospital
37. Radiant Hospital
38. Family Health Options kenya
39. Garden Specialist Hospital
40. Apples + Sense
41. Penda Health
42. The Lifeline Group of Hospitals – WendaniWestlands Medical Centre
43. Oasis Healthcare Group
44. Livewell Health Clinic
45. Komarock Modern Healthcare

46. St Patrick Healthcare Centre

47. Reinha Rosary Hospital

48. Ruai Family Hospital

49. Midhill Hospital

50. Wema Hospital

51. AAR Healthcare

52. Jamia MedClinics

53. ScionHospital

Appendices IV: KU Graduate School Approval Letter



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

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P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/OL/CTY/28376/2019

DATE: 11th November, 2022

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR MUNYI DANIEL WAMBUGU – REG. NO. D53/OL/CTY/28376/2019

I write to introduce Munyi Daniel Wambugu who is a Postgraduate Student of this University. The student is registered for M.B.A degree programme in the Department of Business Administration.

Munyi intends to conduct research for a M.B.A Project Proposal entitled, **“Organizational Culture and Strategy Implementation of Private Hospitals in Nairobi City County, Kenya.”**

Any assistance given will be highly appreciated.

Yours faithfully,


PROF. ELISHIBA KIMANI
EXECUTIVE DEAN, GRADUATE SCHOOL

AM/mo

Appendices V: NACOSTI research permit


REPUBLIC OF KENYA


**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **911875** Date of Issue: **08/December/2022**

RESEARCH LICENSE



This is to Certify that Mr.. DANIEL WAMBUGU MUNYI of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: ORGANIZATIONAL CULTURE AS AN ANTECEDENT OF STRATEGY IMPLEMENTATION IN THE CONTEXT OF PRIVATE HOSPITALS IN NAIROBI CITY COUNTY, KENYA” for the period ending : 08/December/2023.

License No: **NACOSTI/P/22/22143**

911875
Applicant Identification Number


Director General
**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
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