

**ROLE OF MANAGERIAL PRACTICES IN STRATEGIC  
CHANGE IMPLEMENTATION IN PRIVATE HOSPITALS  
IN UASIN GISHU COUNTY**

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## DECLARATION

### Student's Declaration

I Caren Jepkorir declare that this MBA research project titled “Role of managerial practices in strategic change implementation in private hospitals in Uasin-Gishu County” is my novel work and has never been presented for a degree in any other university.

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### Supervisor's Approval

This research proposal prepared by Caren Jepkorir titled “Role of managerial practices in strategic change implementation in private hospitals in Uasin-Gishu County” has been handed in for examination with my consent as the University Supervisor.

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## **ACKNOWLEDGEMENT**

My recognitions to the most high God for the peace of mind and all that made it possible to complete this academic journey. As a result of Prof James Gathangu's unwavering dedication, in the absence of his insightful and intellectual guidance, this undertaking would not have been achievable.

## **DEDICATION**

I am dedicating my work to my loving mum Irene and to my siblings Collins and Carol.

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## **LIST OF ABBREVIATION**

**ANOVA:** Analysis of Variance

**GDP:** Gross domestic product

**NGOs:** Non Governmental Organizations

**SD:** Standard deviation

**SD:** Standard deviation

**SPSS:** Statistical packages for social science

## **OPERATIONAL DEFINITION OF TERMS**

**Organizational communication:** The manner in which information is passed within the ranks of the organization

**Resource allocation:** This is the process of distributing available resources either funds, personnel or materials needed to make the changes in the organization a success

**Strategic change implementation:** This the manner in which the change interventions in the organization are being applied in the organization

**Strategic changes:** These are the change interventions being proposed by the change agents in the organization

**Top management commitment:** This is the level of appreciation and concern by the top managers about the changes that are being proposed or effected

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## **ABSTRACT**

It is imperative that organizations adapt to the ever-shifting landscape of public and private institutions alike. Hospitals have seen an increase in demand for high-quality treatments in recent years. Implementing strategic plans has become a problem for a large number of enterprises, not just in the health care field. Concerns have been expressed about the lack of resources at these health institutions to execute the measures. A lack of top-level commitment to driving the strategy execution might be a possibility. Inept communication in the workplace might also be a possibility. In light of this, a study was conducted to determine role of managerial practices on strategic change implementation in private hospitals in Uasin-Gishu County. The study objectives were: to determine the effect of resource allocation on strategic change implementation in private hospitals in Uasin-Gishu County; to examine the influence of top management commitment on strategic change implementation in private hospitals in Uasin-Gishu County; and to assess the influence of organizational communication on strategic change implementation in private hospitals in Uasin-Gishu County. This study was guided by three theories: Kurt Lewin's theory, dynamic theory, and institutional theory. Descriptive survey research design was used. A census of the 109 participants in the research was conducted. Questionnaires were used to acquire data. Results showed that resource allocation in Uasin-Gishu County private hospitals had a substantial impact on the success of implementing strategic transformation. The findings also demonstrated that senior management commitment has an effect on the execution of strategy transformation. Success can only be achieved if senior management is committed to designing and implementing change that they completely own. Organizational communication methods that are well-established and well-coordinated benefit the implementation of strategic changes inside a company. Effective management facilitation of strategic change is a hallmark of higher levels of performance. Despite the fact that most hospital administrators do not place a higher priority on strategic change, the execution of this shift has contributed to the long-term viability of the organization's performance. A company's performance can be improved and maintained through strategic transformation, as evidenced by the available statistics. Since the environment is always changing, the report proposes that hospitals build a culture of strategic change

implementation. In order to help the hospital, implement strategic improvements, enough and well considered resources must be allocated. Management should be totally responsible for all strategy changes and should be viewed as change agents, according to the report. This research also suggests that healthcare facilities examine their internal communication systems, noting that they have not been supportive in enabling the adoption of strategy changes.

# **CHAPTER ONE: INTRODUCTION**

## **1.1 Background of the study**

Every company must have a plan in order to succeed. The economics, performance, the desire for efficiency, and the demands of the market all play a role in the changes that often occur in service companies (Barney & Lawton, 2011). It is imperative for organizations to adjust to the ever-changing situation in which they function, whether in public and private institutions. There is a growing need for high-quality medical services, particularly in hospitals and clinics. There is a constant need for strategic modifications in order for any company to keep up with the ever-changing demands, tastes, and preferences of its customers. The demand for private hospital services has increased significantly in recent years. Customers in Uasin-Gishu County's hospitals are in great demand as a result of this. Private hospitals have several difficulties that must not be understated.

This study was guided by three ideas: Kurt Lewin's theory, dynamic theory, and institutional theories. When it comes to implementing change in a company, Kurt Lewin's theory says it's best to follow a three-step process. After unfreezing and changing, the change process freezes again (Lewin, 2010). Implementing strategic change is all about finding ways to adapt to the current business climate. According to dynamic theory, a company's skills need to be restructured in order to adapt to the current turbulence. Using management methods to create a competitive advantage that would place the company above the competition in terms of competences is also suggested. As a result, institutional theory has concentrated primarily on a deeper and more robust element of social organization. So much attention is paid to how rules, norms, patterns, and routines come to be viewed as authoritative guiding principles for social conduct, as well as the way and procedures that result in the construction of structures (Scott, 2014). It is easier to plan and implement strategic changes when the company has these social structures in place.

There has been a dramatic shift from public to private healthcare in the United States. This is due to the fact that the majority of middle- and upper-class individuals now prefer to seek medical treatment at for-profit facilities. This means that private hospitals that do not innovate, grow, and have strategic strategies may become overwhelmed. Because of this, there must be effective strategic planning and implementation to ensure that the services are properly recognized. Diamond Trust Bank's Mathore (2016), General Motors East Africa Limited's Mbogo (2014), and Kenya Commercial Bank's Onyango (2014) all performed study into the effect of strategic management methods on the success of their respective organizations. The Jomo Kenyatta Foundation's plan implementation was the subject of a study by Musyoka (2011). Many studies have also been done on change management, such as Aosa (2012), Ombui and Mwende (2014), Okibo and Agili (2015), and Okibo and Agili (2016), which looked at many factors that affect how change is implemented effectively in cooperative banks. Managerial and strategic change implementation have not received much attention from researchers. This is why the researcher decided to carry out a study on managerial practices and strategic change implementation in private hospitals in Uasin-Gishu County.

### **1.1.1 Managerial practices**

Working strategies and inventions that managers at all levels use to make the business more successful and efficient are referred to as management practices by Minzberg and Virgiyanti in 2014. An organization's management practices are its strategies and procedures for ensuring that its goals are realized (Kamugisha, 2013). Managerial techniques include effective communication, leadership, and the right allocation of resources. A manager's practice is described by Scholes (2013) as the strategies employed by the company's leaders to ensure that their plans and goals are met on time and to their full potential. Managerial tactics include empowering employees, encouraging them, and implementing tactical schemes that are designed to increase organizational efficiency, according to Awino (2013).

There is a necessity to recognize the manager's abilities in every business, according to Gathungu and Corvera (2015). Solving problems they can help an organization deal with environmental changes since managers with management abilities are more likely to be

inventive (Gathungu & Corvera, 2015). When it comes to management, it's all about how things are done to attain the goals of an organization. A study conducted by Aosa (2011) indicated that strategy execution is the most essential portion that most corporations fail to get right when it comes to developing a new strategy in Kenya. When it comes to change implementation in a business, the internal components of the organization may have an impact in any competitive organization. These include ethos, communication, leadership, resource allocation, and employee competence, according to Ombui and Mwendwa (2013).

It is necessary to highlight that management techniques significantly influence an organization's general performance (Chapman, 2015). That doesn't imply that it directly affects the company's performance, but rather that it has an impact on how things are really done in the organization because of these practices. The amount of feedback received will be influenced by the method of communication, the type of communication employed, and the person acting as a conduit for that input (Opiyo, 2016). In her research, Wagaki (2013) found that the level of strategic change implementation is also affected by management. He argued that if senior management is sincerely dedicated to strategic change, then it would be implemented enthusiastically and enthusiastically. According to Mbogo (2013), strategic change implementation necessitates a certain amount of effective resource allocation. Because it necessitates the alignment and realignment of many resources, such as human, monetary, and structural, he believed that enough resources should be provided to the execution of any change.

### **1.1.2 Strategic change implementation**

If an organization is to succeed in its organizational change, strategic change entails not just dealing with the organization's internal social infrastructure, but also dealing with the organization's exterior social infrastructure (Jeff, 2012). Change implementation ensures that proposed strategies, initiatives, and programs are implemented within the framework of the organization's structure and premise. It's worth mentioning that many companies have put a lot of time and money into devising strategies and implementing them. However, the ever-changing nature of the corporate environment necessitates that plans be adjusted accordingly. It's not enough to just have a strategy for change; you have to

put it into action. Many companies have devised strategies, initiatives, and plans aimed at bringing about a shift in the organization, but studies reveal that they seldom see complete implementation (Beer & Norah, 2013). According to Scheineider (2006), who conducted a global study on change implementation, the majority of change efforts fail because of resistance.

When it comes to getting people on board with change, Mullins (2013) says it's been a difficulty for many firms. Managerial changes are often required when a company shift in strategy is implemented. Policy, management style, people, the structure of the organization, and the distribution of resources will all be altered. Recent research studies haven't paid much attention to managerial practice and strategic change implementation. Moreover, strategic change management studies have not concentrated on hospitals, despite the fact that hospitals have been the main giver to the country's GDP development. Scholars' lack of interest may also be due to the assumption that private hospitals are doing well, which has led to a lack of research. A growing product portfolio and structural changes in many private hospitals are forcing these institutions to rethink many aspects of their business. Organizational management strategies are critical in guaranteeing that strategic change initiatives are executed as planned.

### **1.1.3 Private hospitals in Uasin-Gishu County**

Hospitals make up the bulk of the healthcare industry. The health sector has risen to the top of the current government's priority list in Kenya. Even at the county level, health has become a top focus because of this. It's important to note that new hospitals have been opening in the recent decade. This is a clear indication that the hospital industry is both needed and profitable. Since more and more middle- and upper-middle-class patients are choosing private hospitals for their medical care, the management methods of these facilities have evolved as well.

As a result, managerial techniques have played a larger role in ensuring that the services provided by private hospitals are efficient and effective. In addition, effective management methods are needed to make the changes in strategy so as to align with the ever-changing environment and growing client needs. We cannot change how we communicate, how much money we spend to various projects/programs, or how



committed the hospital's top management is to the cause. When it comes to private hospital project implementations, there is a wide range of quality. This is because some people are doing well while others are not. Could private hospital management methods be to blame for the slow implementation of strategic change? The study is being carried out on this basis.

## **1.2 Research problem**

Numerous businesses, not only in the health care industry but across a wide range of sectors, are struggling to implement strategic plans. Many organizations, according to Aosa (2012), have developed excellent strategy changes but have had difficulty putting them into practice. Many companies have struggled to execute organizational changes, yet change is inevitable. Change implementation has been hampered by issues with the leadership style, communication system, and resource allocation criteria (Makanga, 2017).

More and more privately owned hospitals have popped up in the last few years due to the growing demand for private healthcare. In some cases, they've provided subpar services, while others have been blacklisted because of their subpar offerings. However, little research has been done on private hospital management practices and strategic change implementation. As a result, the number of private hospitals in Uasin Gishu County has increased. As a result, private medical institutions have sprung up in an effort to fill the void left by public hospitals that have struggled to provide adequate care. Despite the fact that most private hospitals have a strategic plan, many of them have seen a reduction in performance throughout the course of their operations.

There have also been a lot of studies done on the subject of managing change, for instance. Change management at Proctor and Gamble was studied by Aosa (2012), Ombui and Mwendu (2014), and Nyongese (2013), who utilized descriptive design and a questionnaire to collect data on the execution of strategy in the general duty police. While Makanga (2017) studied the impact of strategic management strategies on Kenta Power and Lightning Company's performance, he did not examine how these practices affect change implementation. Only leadership, organizational culture, and organizational

resources were considered by Ombui and Mwendu (2014) in their study on the elements that determine effective change implementation in cooperative banks.

This has sparked a number of questions, one of which being if these health institutions are unable to implement the measures because of a lack of funding. If senior management isn't on board, why aren't the strategies implemented? Alternatively, may there be a lack of good communication inside the company? This research was founded on the belief that the function of managerial practices in the implementation of strategic change in private hospitals in Uasin-Gishu County was to be determined.

### **1.3 Research objectives**

- i)** To determine the effect of resource allocation on strategic change implementation in private hospitals in Uasin-Gishu County.
- ii)** To examine the influence of top management commitment on strategic change implementation in private hospitals in Uasin-Gishu County.
- iii)** To assess the influence of organizational communication on strategic change implementation in private hospitals in Uasin-Gishu County.

### **1.4 Value of the study**

A major benefit for private hospitals is expected from this research, which is expected to shed light on the most effective methods for making strategic shifts inside their organizations. Management methods that are more effective in helping hospitals achieve strategic changes will be able to adapt to these new management practices.

Policymakers in both the public and business sectors can benefit from this research. For the reasons stated above, it will give insights into the best management techniques that may be employed to ensure that effective implementation of organizational strategy changes is achieved. It will also assist them in developing policies that will aid in the implementation of their plan.

Researchers and academics alike will profit greatly from this research, which will prove a fresh body of information and offer up new topics for further study, notably in management practices and strategic change implementation. Furthermore, the results of the study will serve as a valuable source of information for future research, and will

either challenge or reinforce existing beliefs. Research on hospital managerial practices and strategic change implementation will be bolstered by this study.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

Research gaps were identified and a conceptual framework for future research has been developed in this chapter by a comprehensive evaluation of the existing literature.

### **2.2 Theoretical foundation**

Three theories have been applied to inform this study and they are Kurt Lewin's theory, Institutional theory and managerial practices theory.

#### **2.2.1 Kurt Lewin's theory**

Change in three easy steps: Kurt Lewin's As one of the most well-established and influential forces in the history of business, Kavanagh's model (2009). On the contrary, according to Kavanagh (2009), a significant amount of time is required for change to occur in its various stages. Unfreezing, altering, and refreezing are the three stages of the change process (Lewin, 2010). Most empirical research, including the execution of planned change, still employ Kurt Lewin's paradigm (Matthew & Bertie, 2015). Motivation for change must be fostered prior to implementation in order to be successful at the outset of any change process.

Because harmony had to be shattered (unfrozen), he reasoned, the previous way of doing things had to go before a newer one could be effectively implemented. Determining what must be altered, getting management's buy-in, and addressing any questions or concerns are all steps in the unfreezing process (Martin, 2015). moving away from old methods of doing things and improving the new ones is the second step (Lutherns, 2008). It's all about implementing the adjustments that management or the change agent has recommended. It's critical that all levels of management give their full support and

encouragement throughout this phase. Re-freezing is the last step before the alteration is complete. Changes have been made here, and the organization's employees have become used to the new conditions. Rewarding and recognizing good effort reinforces the new behavior. People are encouraged to go forward and not revert back to the old methods of doing things at this point (Mills, Dye and Mills, 2009).

### 2.2.2 Theory of dynamic capacity

Teece et al. first proposed the concept of dynamic capability in 1997, and it has been around ever since. Researchers in this field are primarily interested in how businesses might build, build, and integrate new capabilities to adapt to a volatile environment (Sanchez & Cralle, 2012). Dynamic Capacity Theory (DCT) was developed as a result of the dearth of game theory, uncertainty, commitment, and resource-based view theory (Gathangu and Mwangi (2012). Smaller dynamic capabilities have been assumed to be unable to compete with larger dynamic capabilities (Sethuraman & Suresh, 2014). It assumes, among other things, that strategic management methods such as leadership may contribute to a long-term competitive advantage. This company's skills, which include product, process, scale, and markets served, are sometimes referred to as "first order competences" because of their deliberate nature (Sifuna, 2012),

Stable patterns of how things are done in the organization are not only learnt, but dynamic capabilities are also produced in a systematic manner and change how things are done for increased efficiency (Scott, 2014). He believes that an organization can be described as having dynamic capabilities if it can adapt its internal and external competences in the face of an ever-changing environment. (Yusufu, 2013) Dynamic capabilities, on the other hand, are a company's ability to look at and act on new possibilities in a way that is both efficient and effective (Kariel, 2016). If a company possesses even a sliver of the capacity to accomplish a given activity, regardless of how lousy it is, it is considered to be capable. Organizations that grow, enhance, and change their resources are more likely to succeed. Using this approach, the researcher may examine how a company's performance changes as the business environment changes (Gathangu & Mwangi, 2012).

### **2.2.3 Institutional theory**

As a result, institutional theory has concentrated primarily on a deeper and more robust element of social organization. On the way and processes that produce structures, such as rules, norms, plans, and routines, and how they are recognized as imposing managerial principles for public conduct, is the focus by (Scott, 2014). These aspects are formed, distributed, classed, and altered over time as well as how they fall into decline and abandonment are explained by various features of institutional theory. It is easier to plan and implement strategic changes when the company has these social structures in place.

Organizations, according to Scott (2014), can only exist if they adhere to the dominant rules and beliefs of the environment, they operate in. Furthermore, it says that the institutional setting defines and limits the social reality of the organization (Scott, 2014). Because of this, Because institutions are critical to executing long-term strategic change according to the institutional theory. When it comes to implementing change, institutions are made up of a variety of different structures. Changes may be readily implemented and maintained if the organization has the necessary structures in place.

### **2.3 Managerial practices**

This denotes to the way in which an organization accomplishes its objectives. Techniques and tools may be used in a variety of ways to accomplish management's goals. According to Hofstede (2012), inadequate activity coordination was the most significant obstacle, impediment, and distraction to the majority of companies when it came to strategy execution. Efforts that are properly coordinated will provide the intended outcomes.

A manager's practice is described by Scholes (2013) as the strategies employed by the company's leaders to ensure that their plans and goals are met on time and to their full potential. As mentioned by Awino (2013), management techniques entail giving employees greater autonomy and motivation while also implementing tactical plans to boost productivity. In order for an organization's goals to be met, management practices are concerned with the way things are done in the workplace. Techniques and tools may be used in a variety of ways to accomplish management's goals.

It is important to recognize the abilities of managers in every business, according to Gathungu and Corvera (2015). According to the authors, managers who have the management abilities are more likely to be innovative, which means they can come up with solutions to assist the firm adapt to the ever-changing business environment. In order to effectively allocate resources, guarantee that all managers are dedicated to the company's goals, and ensure that efficient communication inspires personnel at all levels of management, as well as those who are not managers, management practices are necessary.

## **2.4 Empirical review**

Literature review has been done according to the study objectives and factors.

### **2.4.1 Resource allocation**

Resources are needed for strategy execution to be successful. In order to properly implement a project, strategic change implementers need adequate resources. Organizations seldom follow through on their declared plans, according to a study by Franked, a management consulting firm. According to him, more than half of the plan never gets done because of a lack of both planning and implementation (Franken, 2009). This is especially true when resources have not been properly allocated to guarantee that the strategic changes are implemented smoothly.

Ochieng (2011) in his study found that allocation of resources was the most important aspect in the successful installation of information systems in commercial banks. As long as resources are deployed according to plan, he believes that strategic change implementation will be successful and smooth. Strategic change implementation necessitates various resources, including money, human capital, and other materials and equipment.

According to Odero & Shitseswa (2016), financial resources in parastatals affect the execution of strategic plans. They discovered that the criteria for allocating financial resources to various aspects of plan execution is extremely important findings. Because most firms focus on financial resources instead of human capital, plan execution is often stymied, they said.

Teresa (2013), did a study on the execution of strategic plans in Kenyan non-profit organizations. The findings showed that operational effectiveness may be improved when resources are matched with operational plans. Efforts to implement change are more likely to succeed if the task of employees and the allocation of resources are clearly defined. Ombui and Mwendu (2014), on the other hand, found that firms with highly trained and innovative employees may recover from wasteful practices and enhance their overall results.

#### **2.4.2 Top management commitment**

When it comes to strategic adjustments, much of the work is done by lower-level managers and first-line supervisors. In order to ensure the successful execution of the planned strategic changes, the top management must take ownership of them. In order for an organization to attain its stated goals and execute change successfully, they should continually examine the environment and devise ways to deal with anticipated environmental shifts (Mathooko & Ogutu, 2014).

Cater and Pucko (2010) conducted a survey of 172 Slovenian enterprises to determine the different challenges to strategy implementation, and discovered that inadequate leadership is the greatest impediment. Strategy execution is a team effort, and managers must own responsibility for both successes and setbacks. Top executives will go to great lengths to ensure that planned strategy changes are properly implemented if they are near and dear to their hearts. There will be a periodic evaluation of the implementation of the planned strategic adjustments by management who believe in their strategy.

As Aosa (2012) found, the degree of involvement in a company was determined by the leadership style, as some firms had a greater participation level while others had a lower participation level. Management at all levels is important to the success of any change initiative (Mathooko & Ogutu, 2014). Note that senior managers are responsible for allocating funds, procuring funding and controlling financial resources for execution of strategic transformation at their organizations.

### **2.4.3 Organizational communication**

The knowledge transfer among employees at various levels of an organization is referred to as "organizational communication." Subject matter determines whether communication is parallel or perpendicular. There is a strong correlation between a lack of communication and a lack of strategic change. Organizations in the United States are experiencing difficulties in implementing their plans, according to research conducted by Kaplan and Norton (2008). Due to a lack of communication, the company's strategy for transformation was not properly implemented and implemented.

Strategic change management strategies at ACRAD were studied by Munjua (2012). His research found that effective communication is the foundation of successful strategic change implementation. Strategic change implementation is influenced by the type and channel of communication, as well as the agent of change responsible for the communication. Studies on planning and change management in health care in the United Kingdom were conducted by Hay in 2009. Communication has a considerable impact on employee performance, according to the findings of this study. As a result, if it has an impact on employee performance, then it must have an impact on the way strategic change is implemented (Musyoka, 2011). To find out how strategy implementation affects an organization's performance, Mathore (2016) used an interview guide and case study research methodology to investigate how the manner in which an organization's strategy is executed affects the organization's performance.

### **2.6 Managerial practices and change implementation**

Organizational management strategies are critical in ensuring that strategic change initiatives are executed as planned (Maroko, 2013). Everything the organization does is governed by these rules. Strategic change implementation will be more difficult if the organization's current procedures are either unpleasant or ineffective. As mentioned by Awino (2013), management techniques entail giving employees greater autonomy and motivation while also implementing tactical plans to boost productivity. There is a sense of ownership among the employees when improvements are made to the company because they are appropriately empowered.



Since the corporate environment is always changing, so are organizational adjustments. According to Scheineider (2006), who conducted a global study on change implementation, the majority of change initiatives fail because of opposition. The effectiveness of change implementation depends heavily on effective communication and clear explanations to employees. It's possible that certain supervisors from different ranks in the company are losing interest. Change implementation resources may be affected by this development. Resources may be made accessible by upper management if the change initiatives have their full backing.

## 2.6 Summary of empirical studies and research gaps

**Table 2.1: Empirical studies and research gaps**

Study	Method Used	Main findings	Research gaps	Present Study Focus
To find out how strategy implementation affects an organization's success. (Mathore, 2016)	Data was gathered using an interview schedule and a descriptive research design.	Management commitment has been shown to have an impact on the company's growth and development.	Management practices that influence the implementation of change were omitted from the study since it solely focused on the execution of strategy.	This study takes a descriptive approach and focuses on strategic change being influenced by management practices implementations

Organizational Development and Strategic Management. Select Manufacturing Firms in the State of Anambra (Mullins, 2015)	Modeling via structural equations and regression	The organization's performance suffers as a result of poor resource allocation.	Strategic management on manufacturing problems was the primary emphasis of the study, which was not applicable to private hospitals.	This research examines impact of top management on private hospital transformation implementation.
Kenyan Post banks' strategic management strategies and financial results (Scholes, 2013)	Qualitative data collection through the use of a questionnaire	Plan and strategy implementation is directly influenced by organizational communication.	Because the research was primarily focused on banks, its conclusions are exclusively relevant to the banking industry.	A combination of questionnaires and interviews is used in the study to examine how organizational communication influences the strategic implementation of change.
Effect of Strategic Management Practices (Makanga, 2017).	Correlation and regression analysis		There was no consideration of how management practices effect change implementation in the research.	When it comes to strategic change management and managerial practices, correlation analysis is used to discover the link.

Source, researcher (2021)

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter discusses research design, target population, sample strategy, and data collecting.

#### 3.2 Research design

If you want to answer your research questions in a logical and efficient manner, you need to use a study design. It outlines the steps needed to conduct the research. A descriptive survey design was utilized. It is difficult to discern the limits between an occurrence and its context if many sources of data are tapped into. Descriptive research design is described by Sounders (2007) as an empirical inquiry that evaluates an existing event in its real-life perspective.

#### 3.3 Target Population

In the words of Mugenda (2009), how a study's findings can be extrapolated to a larger population is called the target population. More than one hundred and ninety people from ten different private hospitals were included in this investigation.

**Table 3.1 Target Population**

<b>Strata</b>	<b>Numbers of managers</b>
Senior admin managers	77
HODs	32
<b>Total</b>	<b>109</b>

Source; researcher (2021)

#### 3.4 Sample design

Sampling method, as defined by Gay (2009), is that in order to obtain a precise depiction of the general population, it is necessary to pick a small sample of participants from among a larger one. The respondents' information was gathered through the use of purposive sampling. When the population is tiny, a census can be conducted to gather

information from those who choose to participate (Sekaran, 2013). Due to the tiny size of the intended audience, a census was conducted.

### 3.5 Data collection

Respondents from hospitals were interviewed by the researcher to gather primary data. The use of questionnaires for business and economic surveys may be trusted since they are often neutral in nature and allow for the collection of huge amounts of data, according to Kothari (2009). The responders were asked to fill out questionnaires.

### 3.6 Operationalization of study variables

**Table 3.2 Operationalization of study variables**

<b>Variable</b>	<b>Operational indicators</b>	<b>Measurement scale</b>	<b>Data collection tools</b>
Resource allocation	Criteria for allocation, number of resources, and controls in place	Ordinal	Questionnaire
Top management commitment	Level of funding, leadership and management culture	Ordinal	Questionnaire
Organizational communication	Forms of communication, channels and feedback	Ordinal	Questionnaire
Strategic change implementation	Increased productivity, success rate and level of outcome	Ordinal	Questionnaire

Source; researcher (2021)

### 3.7 Reliability and validity tests

The study carried out a pilot study on five hospitals which were outside the purview of private hospitals.

### 3.7.1 Validity of the Instrument

An important tenet of research technique is ensuring that data measurements are internally valid so that the questions being investigated may be answered accurately. Researchers can draw meaningful findings when they employ a device or a gauge for each topic or variable in their investigation. According to him, an important factor in establishing the legitimacy of an instrument is to measure its level of consistency.

Further, it was evaluated based on how well it gathered relevant data for the study's goals. The researcher determined the instrument's content validity by debating the tools with the supervisors. The data gathering instrument was put through its paces in a pilot trial to see if it was reliable.

The validity of the research instruments was examined through the application of predictive validity of scores. As a part of our investigation, we looked at how well a particular metric predicted the other variable. A correlation between the anticipated score and the actual score was used to arrive at this result (y). An example of Pearson's Product Moment is correlation was used to determine the data's predictive value. Data (x) is considered to have strong concurrent validity if the correlation value is (>) 0.8 for values that are positively associated or (<) -0.8 for values that are negatively related. In this situation, the correlation value was .808 which indicated that the variables are favorably related.

### 3.7.2 Reliability of Instrument

According to Orodho (2004), a research instrument's dependability is determined by how consistently it produces consistent findings. The researchers did a re-test of the data gathering tool to ensure its validity. For each data set, a value of >0.7 is considered dependable enough if is the item being checked for. Pearson product moment correlation was used to examine the connection between the two sets of instruments, and the result was 0.808. Internal consistency is measured using Cronbach's Alpha, which is determined as follows:

$$\text{Alpha} = \frac{Nr}{1+r(N-1)}$$

Where:

R is the mean inter-item correlation

N is the number of items in the scale

### **3.8 Data analysis**

To ensure the data is accurate and in line with the facts acquired, it was first edited before being used for analysis in order to find and fix any mistakes or omissions. It is possible to compensate the shortcomings in both quantitative and qualitative data study methodologies by using a mixed-methods approach. The data was examined using percentages, the mean, the standard deviation, and the variance. After this, SPSS version 21 was used to conduct a simultaneous analysis of all the variables at the same time (Creswell & Plano-Clark, 2007).

A final statistical analysis (Pearson moment correlation) was executed on the data to make the conclusions more generic and applicable in a broader population. Data from the dependent and independent variables were cross tabulated to determine the extent of the association, a value of 0.6 and above through correlation shows greater relationship in this case 0.808 was obtained.

## CHAPTER FOUR

### DATA ANALYSIS, RESULTS AND DISCUSSIONS

#### 4.1 Introduction

Based on the study's goal of determining the role of managerial practices on the implementation of strategic change in private hospitals, the data was analyzed.

#### 4.1 Questionnaire Response Rate

There was a total of 109 questionnaires distributed to the participants, with 97 being fully done and returned for evaluation. A general response rate of 89.0% was represented by this. A response rate of greater than 75% is considered to be a genuine representation of the data by (Kothari, 2010). The level of precision in the data gathered was high.

**Table 4.1 Questionnaire response rate**

Questionnaire Issued	Questionnaire returned	Response rate (%)
109	97	89.0

(Source; researcher, 2021)

#### 4.2 Background Information

In order to get a sense of the respondents' degree of experience and comprehension of the subject matter, it was crucial to gather background information.

**Table 4.2 Background information**

Categories		Frequency	%	Valid%	Cumulative %
Gender	Male	61	62.9	62.9	62.9
	Female	36	37.1	37.1	100.0
	Total	97	100.0	100.0	
Age bracket	18- 25	4	4.1	4.1	4.1
	26-30	7	7.2	7.2	11.3
	31-35	16	16.5	16.5	27.8



	36-40	36	37.1	37.1	64.9
	41-45	20	20.7	20.7	85.6
	46& above	14	14.4	14.4	100.0
	Total	97	100.0	100.0	
Role in the hospital	Medical	46	47.4	47.4	47.4
	Administration	29	29.9	29.9	77.3
	Social work	16	16.5	16.5	93.8
	Others	6	6.2	6.2	100.0
	Total	97	100.0	100.0	
Year's hospital has been in operation	Less than 1 year	4	4.1	4.1	4.1
	1-5 years	9	9.3	9.3	13.4
	6-10 years	36	37.1	37.1	50.5
	Over 10	48	49.5	49.5	100.0
	Total	97	100.0	100.0	
Years worked in the hospital	0-3	16	16.5	16.5	16.5
	4-6	38	39.2	39.2	55.7
	7-10	24	24.7	24.7	80.4
	Over 10	19	19.6	19.6	100.0
	Total	97	100.0	100.0	
Level of education	Postgraduate	16	16.5	16.5	16.5
	Graduate degree	49	50.5	50.5	67.0
	College certificate	30	30.9	30.9	97.9
	Secondary school	2	2.1	2.1	100.0
	Total	97	100.0	100.0	

(Source; researcher 2021)

#### **4.2.1 Gender**

The percentage of male participants was 62.9 percent, while the percentage of female respondents was 37.1 percent. Because the majority of responses were male, this indicated the absence of gender parity in private hospitals, which is why this study was conducted.

#### **4.2.2 Age bracket**

Those in the 18-25 age bracket accounted for 4 (4.1%), while those between the ages of 26 and 30 made up 7 (7.2%), and those between the ages of 31 and 35 accounted for 16 (16.5%). 36 (37.1 percent) respondents were aged 36-40, whereas 20 (20.7 percent) respondents were between the ages of 41 and 45, and 14 (14.4 percent) respondents were 46 years old or older. As a result, the majority of hospital employees were found to be above the age of 36.

#### **4.2.3 Role in the hospital**

Respondents were asked to perform a variety of roles in the research. Table 4.2 shows that 46 (47.3 percent) were employed in the medical field, while 29 were employed in administration (29.9 percent). In contrast, social workers made up 16.5 percent of the respondents, while those in other disciplines made up 6.2 percent.

#### **4.2.4 Years hospital has been in operation**

The investigator was trying to figure out how long the hospital had been in business. There were four respondents (4.1 percent) who had been in business for less than a year, and nine (9.3 percent) who had been in business for a year or more. As a result of this, 36(37.1) respondents stated that the hospitals they work at have been open for six to ten years, while 48(49.5 percent) said they worked at a hospital for more than ten years.

#### **4.2.5 Years worked in hospital**

Study results showed a large majority (38.2 percent), followed by 24 (24.7 percent), of respondents who had worked at their respective hospitals for seven to ten years. 16(16.5

percent) of the participants have below three years working at the hospital, whereas 19(19.6 percent) have an experience of more than a decade working at the hospital.

#### 4.2.6 Level of education

Participants with doctoral degrees accounted for 49 percent of those surveyed, while those with only a college diploma accounted for 30 percent of those surveyed, and those with only a secondary school diploma accounted for 2 percent. More than half of those surveyed were graduates, thus they have a better understanding of how to undertake strategic change in their organizations.

### 4.3 Resource allocation and strategic change implementation in private hospitals

**Table 4.3: Resource allocation and strategic change implementation in private hospitals**

Statement	N	Mean	Std. Deviation
The finances allotted for the execution of strategic transformation are sufficient	97	2.7000	.79057
Consideration is given to the execution of strategic change when determining resource allocation criteria.	97	3.0402	.61312
Strategic change implementation initiatives have benefited from proper financial controls.	97	4.6701	.74699
Success of strategic change implementation is influenced by the amount of funding given for it.	97	4.1412	.52915
Strategic change implementation is influenced by the allocation of resources.	97	4.3332	.79498

(Source: Researcher, 2021)

In accordance with the data in table 4.3, the finances allotted for implementing strategic change are woefully insufficient, as revealed by a mean value of 2.7000 and a standard deviation of .79057. This suggests that the finances granted to the hospital to achieve strategic change are insufficient. As per the results of the survey, participants agreed to a

modest amount that strategy change implementation is taken into account when allocating resources, with a mean of 3.0402 and a standard deviation of.61312. In other words, there may be more money allocated elsewhere but not enough for strategic change implementation.

Despite this, a survey found that appropriate financial controls have been beneficial to hospitals' strategic transformation efforts. The median is 4.6701, while the standard deviation is.74699. Most of the people who took part in the survey agreed that implementing strategic transformation requires strong financial controls. As a result, a mean of 4.1412 and SD.52915 and 4.3332 and SD.79498 respectively were found to indicate that strategic change implementation is more successful if more money is provided for it and that the method in which resources are distributed impacts the degree to which strategic change implementation is achieved. The findings correspond with the study of Awino (2013) that the number of resources and the manner in which they are allocated have adverse effect on the level of strategic change implementation success.

**Table 4.4 symmetric measures**

		<b>Symmetric Measures</b>			
		<b>Value</b>	<b>Asymp. Std. Error<sup>a</sup></b>	<b>Approx. T<sup>b</sup></b>	<b>Approx. Sig.</b>
Interval by Interval	Pearson's R	.808	.026	13.362	.000 <sup>c</sup>
Ordinal by Ordinal	Spearman Correlation	.784	.038	12.324	.000 <sup>c</sup>
N of Valid Cases		97			

(Source: Author, 2018)

- a. excepting the possibility of a zero value.
- b. Standard error of asymptote (SEA) using the null hypothesis.
- c. Based on a reasonable estimate.

Table 4.8 shows findings on correlation between healthcare and nutrition and rescue team preparation. Findings show Pearson correlation rank value of 0.808 which indicates a

positive relationship between the variable items. It statistically proves that resource allocation has a significant relationship to strategic change execution. The results concur with a study done by Awino (2013) who averred that resource allocated to various business units determine the level of change implementation.

#### 4.4 Top management commitment on strategic change implementation

**Table 4.4 Top management commitment and strategic change implementation in private hospitals**

Category	N	Mean	Std. Deviation
Change implementation is accelerated when top management provides sufficient funds.	97	3.2062	.90609
Change implementation is facilitated by top-level leadership.	97	4.1488	.71972
Management prioritizes achieving goals and engaging employees.	97	3.2763	.78166
Organizations that have a willing top manager are better able to meet their current strategic goals.	97	4.3938	.70143
Managers from the hospital's top ranks assist in the development of a new strategic plan.	97	4.3711	.95499

(Source: Researcher, 2021)

Change implementation in the hospitals has been hindered by a lack of financing from top management. Table 4.4 shows that respondents were moderately in agreement, having a mean of 3.2062 and a standard deviation of.90609. Top-level leadership is the driving force behind change execution, having a mean of 4.1488 and SD of.71972 whereas management in the hospitals didn't place a high priority on achieving goals and boosting employee morale. as evidenced having a mean of 3.2763 and SD of.78166.

Top managers' desire to assist firms achieve their present strategic goals and to help the hospital plan for strategic transformation were found to have a mean of 4.3711 and a standard deviation (SD) of.95499 and 4.3938 and an SD of.70143 respectively. Onyango's (2014) study found that strategic management methods implemented by organizations are consistent with these findings.

#### 4.4.1 Relationship between top management commitment and strategic change implementation

The goal of the research was to see if there was a link between top-level commitment and the implementation of strategic change.

**Table 4.5 symmetric measures**

##### Symmetric Measures

		Value	Asymp. Std. Error <sup>a</sup>	Approx. T <sup>b</sup>	Approx. Sig.
Interval by Interval	Pearson's R	.868	.021	17.047	.000 <sup>c</sup>
Ordinal by Ordinal	Spearman Correlation	.873	.022	17.450	.000 <sup>c</sup>
N of Valid Cases		97			

(Source: Researcher, 2021)

a. excluding the possibility of a zero value.

b. Standard error of asymptote (SEA) assuming the null hypothesis.

c. Based on a reasonable estimate.

Based on table 4.12 findings it shows a Pearson R =value of 0.868 which statistically states strategic execution has a significant relationship with top management support..

#### 4.5 Organizational communication and strategic change implementation in private hospitals

**Table 4.6 Organizational communication and strategic change implementation in private hospitals**

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>Standard D.</b>
All departments are kept fully informed about any changes that are being implemented.	97	4.8763	.65803
To facilitate seamless communication and hence better change implementation, the company has a mutually beneficial relationship.	97	3.9608	.56303
Most relevant communication channels are employed by the organization.	97	2.8833	.87121
Strategic change implementation is aided by the use of effective communication methods.	97	2.2165	.80062
Changes in strategy are conveyed in a clear and concise manner by the company's senior executives.	97	4.4722	.58138

(Source: Researcher, 2021)

Respondents generally agreed to a considerable extent that all departments were informed of change initiatives (mean of 4.8763 and SD of .65803). There is a strong sense of camaraderie among the employees of the company, which makes it easier to execute change (with a mean of 3.9608 and SD of .56303). More over three-quarters of those polled thought that the organization's current communication methods are the best as illustrated with a mean of 2.8833 and SD of .87121.

A mean of 2.2165 and a standard deviation of .80062 show that the kinds of communication utilized are ineffective and do not aid in the implementation of strategic change. Because of this, it's clear that staff members at a hospital aren't properly informed about strategic shifts in the organization. According to a survey with a mean of

4.4722, and a standard deviation of .58138, most of the participants believed that the top management appropriately communicates strategic change implementations to the workforce.

Table 4.6 shows the Pearson rank correlation between organizational communication and strategic change management.

**Table 4.6 Symmetric measures**

		Value	Asymp. Std. Error <sup>a</sup>	Approx. T <sup>b</sup>	Approx. Sig.
Interval by Interval	Pearson's R	.805	.022	13.222	.000 <sup>c</sup>
Ordinal by Ordinal	Spearman Correlation	.789	.041	12.523	.000 <sup>c</sup>
N of Valid Cases		97			

a. Not supercilious of the null hypothesis.

Based on table 4.6 findings it shows that a Pearson R=0.805 which statistically proves the relationship between organizational communication variable and strategic change implementation.



#### 4.7 Management practices and strategic change implementation

**Table 4.6 Strategic change implementation in private hospitals**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Variance</b>
The strategic improvements undertaken have resulted in greater production.	97	4.7564	.90774	.824
The adoption of strategic change has enhanced the success rate.	97	4.6134	.71833	.516
Effective strategic change implementation is a key factor in achieving a higher level of performance.	97	4.5776	.60166	.362
As part of our long-term strategy, we have implemented strategic transformation.	97	3.0887	1.08490	1.177
The execution of strategic change has led to the sustainability of the success of the company.	97	4.5567	.69929	.489

(Source: Researcher, 2021)

As demonstrated in table 4.7, most of the participants (with a mean of 4.7564 and SD of .90774) stated that strategic adjustments made resulted in enhanced production (Table 4.7). In addition, many participants with a (mean of 4.6134 and a standard deviation of .71833) believed strategic change implementation enhanced success rates. Effective strategic change implementation is a key factor in achieving a higher level of performance. Most of participants agreed more strongly with the claim, of mean 4.5776 and a standard deviation of .60166, respectively.

More than three-quarters of participants agreed with the claim that strategic change implementation has not been included in the main transformation plans as indicated in table 4.7 (mean 3.0887, SD 1.08490). This is a strong indicator that management has not taken strategy transformation very seriously. It is further established that, with a mean of 4.5567 and a standard deviation of .69929, believe that strategic change implementation has contributed to the long-term sustainability of organizational performance. Though strategic change is not a priority for executives, respondents stated that it may lead to and sustain a high level of organizational performance.

#### 4.8 Regression Model Summary

**Table 4.7 Regression model**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.710 <sup>a</sup>	.504	.495	.43364	.504	59.310	5	92	.000	2.021

a. Predictors: (Constant), resource allocation, top management commitment, organizational commitment

b. Dependent Variable: Strategic change implementation

To examine if the regression model significantly fitted in forecasting the results over the usage of the mean, ANOVA was used as shown in Table 4.16.

Table 4.8: ANOVA for Combined Effect of Independent Variables on strategic **change implementation**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	55.765	5	11.153	59.310	.000 <sup>b</sup>
	Residual	54.909	92	.188		
	Total	110.674	97			

a. Dependent Variable: Strategic change implementation

b. Predictors: (Constant), resource allocation, top management commitment, organizational communication

The F-ratio is a measure of how much better a regression model can predict compared to the model's inherent inaccuracies. Coincidence led to an F-ratio of 59.5310 which is meaningful and has a p-value of less than 0.01.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Overview**

Summary, findings, and suggestions made up the bulk of this chapter. According to the study's goals and objectives, as well as the findings, the three divisions were created.

### **5.2 Summary of the study**

There were 62.9 percent of men and 37.1% of women in the study's sample of participants. In terms of participants' ages, the survey found that the majority of hospital employees were over 36 years old, while the minority were under the age of 25, as shown in the results. According to the survey, most of the staff members were medical professionals. Many hospitals have been open for more than a decade, indicating that they have a long-term track record of success. According to the data, the majority of participants have worked in a hospital for between four and six years, trailed by those who have worked for seven to ten years. Many hospital workers had at least a bachelor's or master's degree, which means they are well-educated and capable of understanding strategic transformation initiatives.

The analysis found that the amount of money dedicated to the execution of strategic transformation was insufficient. The survey also found that the majority of respondents believed that strategic change implementation is an important factor when allocating resources. Despite this, a survey found that appropriate financial controls have been beneficial to hospitals' strategic transformation efforts. More than half of the participants felt that financial controls are crucial to the success of strategic change implementation initiatives. A bigger percentage of researchers agreed with this conclusion: the quantity of money given for strategic change implementation influences the extent of its success, as well as how that money is distributed.

Change implementation in hospitals has been hindered by insufficient funds from the administration. Most of the people who took part in the survey agreed that top-level leadership is the driving force behind change, but hospital administrators seldom prioritize achieving goals and engaging employee motivation. In addition, it was found that the willingness of senior managers to assist businesses accomplish their existing

strategic objectives is a major factor in helping the hospital implement strategic transformation.

All departments are informed about changes and there is a reciprocal connection that facilitates easy communication, resulting in better change execution, as per the results from most of the participants who agreed to a substantial extent. Most of those surveyed agreed to a lesser extent, however, that the communication channels that are now employed by the company are the most appropriate. The communication methods employed are ineffective and do not aid in the execution of strategic change. As a result, a bigger percentage of respondents thought that senior management communicates strategic change implementations properly.

More than half of those surveyed in the study said they were more productive because of strategic changes implemented. Furthermore, a substantial number of respondents believed that the organization's success rate has increased as a result of the execution of strategic change. Effective strategic change implementation is a key factor in achieving a higher level of performance. According to a majority of the respondents, strategic change implementation has not been incorporated into the hospital's core action plans. Strategic change implementation also contributed to the long-term viability of organization performance, according to findings.

## **5.2 Conclusion of the study**

A key conclusion of the research was that allocation of resources significantly impacted the success of implementing strategic transformation in Uasin-Gishu County's private hospitals. In light of these findings, hospitals should place greater focus on allocating resources to diverse departments in order to support strategic change implementation.

The results also demonstrated that senior management commitment has an effect on the execution of strategy transformation. Companies that make strategic changes but do not have the support of the senior executives are doomed to failure. A key factor in successfully implementing a strategy shift is how a firm communicates with its employees. Strategic changes are easier to implement in organizations that have well-established and coordinated internal communication processes in place. '

As the management facilitates successful strategy transformation, the level of performance improves. Despite the fact that most hospital administrators do not place a higher priority on strategic change, the execution of this shift has contributed to the long-term viability of the organization's performance. Strategic change may also lead to and maintain a long-term organizational performance, as evidenced by the results of the study.

### **5.3 Implications of the study**

This research has listed some of the implication of the study to the theory, practice of management in the industry as well as to the development

#### **5.3.1 Implication to the theory**

This study implies that the theories depicted in this study are fundamental in the development of management practices in the industry. This is due to the reason that the researcher agrees with the fundamentals of the stated theories. This shouldn't be construed to mean that the theories are perfect since they also have certain limitations depending on the situation.

#### **5.3.2 Implication to practice and industry**

According to the report, it is vital for hospitals to build a culture of strategic change implementation since the environment is always changing. These strategic improvements in the hospital must be supported by a careful allocation of resources.

Management should be totally responsible for all strategy changes and should be viewed as change agents, according to the report. It is also recommended that hospitals look at their communication mechanisms in order to ensure smooth implementation of strategic change.

#### **5.3.3 Implication to policy development**

The study will allow the officials in the health industry to rethink on their approach towards change implementation. This is because it will be very helpful in sustaining the growth and development of hospitals in the country.

#### **5.4 Recommendations for further studies**

In the near future, studies will be done on the influence of management approaches on strategic change management in hospitals. The function of management in the execution of strategic changes in the company may also be examined.

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## **APPENDICES**

### **APPENDIX I: LETTER OF INTRODUCTION**

Caren Jepkorir

P.O. Box 285-30100

Eldoret

Dear Respondent,

RE: INTRODUCTION LETTER

I am a student of The University of Nairobi pursuing Master of Business Administration. I am carrying out an academic research on “Role of managerial practices in strategic change implementation”. The survey has been prepared to obtain information on county social services programs and how they influence welfare of the street children.

Aside from a few exceptions, we promise to keep any and all information you provide us for this study completely secret. We much appreciate your capacity to respond all of the questions thoroughly and to the best of your ability.

Contact me at the address above or by phone on 0712-809190 if you have questions about this project.

Yours faithfully

Caren Jepkorir

## **APPENDIX II: QUESTIONNAIRE GUIDE FOR SACCO REPRESENTATIVES**

To fulfill the prerequisites for my MBA degree, I am undertaking research at the University of Nairobi. Using this questionnaire, we want to get insight into **role of management practices in strategic change management at private hospitals in Uasin-Gishu County**. Your private information will be treated with strict discretion.

### **PART A: BACKGROUND INFORMATION**

(If you need to submit further information, please do so in the supplied field).

1. Indicate your gender

Male            [ ]    Female            [ ]

2. Specify your age group

18-25years    [ ]    36-40            [ ]

26-30            [ ]    41-45            [ ]  
 31-35            [ ]    46 and above [ ]

3. Indicate level of highest education

Secondary School    [ ]    College certificate    [ ]  
 Undergraduate degree [ ]    Post graduate            [ ]

4. State the number of years the hospital has been in operation.

Less than 1 year    [ ]                    1 to 5 years    [ ]  
 6 to10 years            [ ]                    Over 10 years [ ]

5. State the number of year you have been working here

0-3 years    [ ]    4-6years            [ ]    7-10 years            [ ]  
 Over 10 years    [ ]

6. Your role in the hospital.

Medical            [ ]                    Administration            [ ]                    Social work  
                           [ ]  
 Any Other    [ ] \_\_\_\_\_

The remarks in the following paragraphs are related to management methods and the implementation of strategic change. A scale of one to five, with one designating a very small section, two denoting a small section, three denoting a moderate section, and four denoting a huge area section on the map, five symbolizes an incredibly vast section.

**SECTION B: ROLE OF RESOURCE ALLOCATION ON STRATEGIC CHANGE IMPLEMENTATION IN HOSPITALS**

Indicate using a scale of 1 to 5. In this case 1 = very small degree; 2 = small degree; 3= Moderate degree; 4 = Large degree 5 = very large degree.

STATEMENTS	5	4	3	2	1
For strategic change execution, appropriate funds have been allocated.					

The execution of strategic change is taken into account while determining resource allocation criteria.					
As part of strategic change implementation projects, financial controls have proved useful					
Success of strategic change implementation is influenced by the amount of funding given for it.					
Strategic change implementation is influenced by the allocation of resources.					

**SECTION C: ROLE OF TOP MANAGEMENT COMMITMENT ON STRATEGIC CHANGE IMPLEMENTATION**

Indicate using a scale of 1 to 5. In this case 1 = very small degree; 2 = small degree; 3= Moderate degree; 4 = Large degree 5 = very large degree.

<b>STATEMENTS</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Change implementation is accelerated when top management provides sufficient funds.					
Change implementation is facilitated by top-level leadership.					
Management prioritizes achieving goals and engaging employees.					
The readiness of a top management to assist businesses in achieving their present strategic goals					
Managers from the hospital's top ranks assist in the development of a new strategic plan.					

**SECTION D: ROLE OF ORGANIZATIONAL COMMUNICATION ON STRATEGIC CHANGE IMPLEMENTATION IN PRIVATE HOSPITALS IN UASIN GISHU COUNTY**

Indicate using a scale of 1 to 5. In this case 1 = very small degree; 2 = small degree; 3= Moderate degree; 4 = Large degree 5 = very large degree.

STATEMENTS	5	4	3	2	1
All departments are kept fully informed about any changes that are being implemented.					
To facilitate seamless communication and hence better change implementation, the company has a mutually beneficial relationship.					
Most relevant communication channels are employed by the organization					
Strategic change implementation is aided by the use of effective communication methods.					
Efforts to accomplish strategic change are effectively conveyed.					

### **SECTION E: STRATEGIC CHANGE IMPLEMENTATION IN PRIVATE HOSPITALS**

Indicate using a scale of 1 to 5. In this case, 1 = very small degree; 2 = small degree; 3= Moderate degree; 4 = Large degree 5 = very large degree.

STATEMENTS	5	4	3	2	1
The strategic improvements undertaken have resulted in greater production.					
The adoption of strategic change has enhanced the success rate.					
Effective strategic change implementation is a key factor in achieving a higher level of performance.					
As part of our long-term strategy, we have implemented strategic transformation.					
The company's long-term success can be attributed to its successful implementation of strategic change.					

**Please accept my sincere gratitude for your participation.**



**APPENDIX IV: RESEARCH WORK PLAN**

ACTIVITY	TIME ALLOCATION -2021								
	April- July	June- Aug	Aug- Aug	Aug	Aug	Sep	Sep	Oct- Nov	Dec
Review of Articles									
Proposal Writing									

Defense									
Corrections & Pilot Testing									
Data collection									
Data analysis and Write up									
Final submission and Defense									
Publication									

## APPENDIX VI: RESEARCH BUDGET

No	Item	Quantity	Unit Price (Ksh)	Total (Ksh)
1	Laptop	1	40,000	40,000
2	Flash disk	1	1,000	1,500
3	Printing papers	2 Reams	500	1,000
4	Proposal typing and printing	60 Pages	10	600
5	Copies for the proposal	7 copies	50	300
6	Research Instruments	109	10X 109	1,090
7	Data collection Procedures (Transport & Accommodation)			7,000
8	Airtime and internet services			500
9	Publication			15,000
10	Miscellaneous			2,000
<b>TOTAL</b>				<b>68,990</b>

# APPENDIX VII: TURNITIN REPORT

APPENDIX VII: TURNITIN REPORT

  
09/12/2021



**8<sup>TH</sup> DECEMBER 2021.**

## ROLE OF MANAGERIAL PRACTICES IN STRATEGIC CHANGE IMPLEMENTATION IN PRIVATE HOSPITALS IN UASIN GISHU COUNTY

### ORIGINALITY REPORT

**15%**

SIMILARITY INDEX

**10%**

INTERNET SOURCES

**2%**

PUBLICATIONS

**13%**

STUDENT PAPERS

### PRIMARY SOURCES

<b>1</b>	Submitted to Pan African Christian University Student Paper	<b>7%</b>
<b>2</b>	erepository.uonbi.ac.ke Internet Source	<b>1%</b>
<b>3</b>	Submitted to University of Nairobi Student Paper	<b>1%</b>
<b>4</b>	Submitted to Mount Kenya University Student Paper	<b>1%</b>
<b>5</b>	ir-library.ku.ac.ke Internet Source	<b>1%</b>
<b>6</b>	ir.jkuat.ac.ke Internet Source	<b>1%</b>
<b>7</b>	erepository.uonbi.ac.ke:8080 Internet Source	<b>1%</b>
<b>8</b>	pdfs.semanticscholar.org Internet Source	<b>1%</b>

Submitted to Kenyatta University