



ORGANIZATIONAL CULTURE AS AN ANTECEDENT OF STRATEGY IMPLEMENTATION IN THE CONTEXT OF PRIVATE HOSPITALS IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT

This study investigated organizational culture's impact on strategy implementation in private hospitals in Nairobi City County. The study looked at how teamwork, risk-taking, people-oriented, and goal-oriented cultures affect 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. From a total of 53 hospitals, 6 private hospitals were chosen. One private hospital was chosen using a purposeful sampling technique from among the Nairobi City County's six main zones: 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 used for data collection. 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. The ANOVA test was used to compare the means of the groups. Multiple regression analysis was performed to take a glance into the effect of independent variables on dependent variables. 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 positive influence on strategy implementation. 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 contribute to the body of knowledge 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.

Keywords: Organization Culture, Strategy Implementation, Goal-oriented Culture, Risk-taking Culture, People-oriented Culture, Team Culture.

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INTRODUCTION

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.

According to Morozenko (2018), 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 essential for the successful implementation of an organizational competitive advantage strategy.

According to Misankova and Kocisova (2014), strategy implementation is a component of strategic management functions in the majority of global organizations. These processes are linked and influence one another. While strategic implementation, on the other hand, 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.

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. However, the majority of organizations have not yet resolved their strategy implementation issues (Gachua&Orwa, 2015). Although efforts have been focused on explaining the relationship between organizational culture and strategy implementation in hospitals, no research has been done on the subject of private hospitals in Nairobi County, Kenya.

The impact of external factors on the execution of strategic plans cannot be understated in the quest 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. The 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 significant correlation between organizational culture and strategy implementation 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 influence 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.

The business environment in healthcare today is very competitive. 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.

LITERATURE REVIEW

Theoretical Literature Review

The main theory on which the study was harboured on was the resource-based View (RBV) theory. Wernerfelt developed the theory in the 1990s. Prahalad and Hamel, as well as Barney, are major supporters of the study (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 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 major 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 will 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 Kaljuvee, 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 will be 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 will encourage 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.

The supporting theory was open systems theory. Ludwig von Bertalanffy established the Open Systems Theory. It was later accepted and got proponents across disciplines. 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 deviseways 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.

Empirical Literature Review

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 plan 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 due to poor customer satisfaction. The research was based on broad global organizations. 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 will delve 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 growth strategy and performance of Safaricom, Kenya's leading network company. 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 high revenue-generating companies 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 current study employed a descriptive research design 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 Factors Influencing Effective Implementation of Strategies in the Service Sector. 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.

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 concluded that the reward of organizational risk culture on overall performance. According to the authors, 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. According to the results of their survey, Sung and Choi (2014) conclude 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 will look 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.

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 company's 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 study's 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 influence of organizational 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 will establish 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.

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 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.

Mucui 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.

METHODOLOGY

The study employed a descriptive research design. A descriptive research design, according to Mele, Pels, and Polese (2010), is intended to describe a research problem. This study described the application of organizational culture traits like goal-orientedness, risk-taking, people-orientedness, and

teamwork in private healthcare facilities in Nairobi City County. The study's subject group was the population as a whole which was 2000 employees of registered private hospitals in Nairobi City County. Six hospitals were randomly selected from the six main zones of the Nairobi Metropolitan area, a private hospital will be 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.

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 will be distributed to the sampled private healthcare organizations in Nairobi County. Self-administered questionnaires enable 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.

A pilot study was conducted 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, ten questionnaires were left behind. The chosen hospital was not selected to take part in the study itself. 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.

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 selected 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. In addition, the sample was drawn from a variety of private hospitals in Nairobi City County, increasing the population's representation.

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 will be given questionnaires to complete in order to eliminate bias, and they will have time to do so before the questionnaires are collected (Smith, 2014). To improve consistency and prevent the researcher's subjectivity, open-ended questions were used in the questionnaire. By distributing various types of data collection tools to the population, parallel-forms reliability was sought (Yarnold, 2014).

Research instruments 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. The aggregate reliability results are above 0.7 which is beyond the threshold set. This meant that the instruments were good to be used for the study.

Data collection was conceivable 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 will be 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;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

RESULTS AND DISCUSSION

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

Organizational culture practice

The respondents were asked whether their organizations practiced organizational culture. The results were that 47 percent of the institution did not practice organization culture while 53 percent practices.

The study also sought to establish if the respondents' organizations had strategic goals in place. Results indicated that 57 percent of the private hospitals did not have strategic goals in place compared to 42 percent that had the strategic goals. The study sought to establish if the organizations had strategy implementation in process. 53 percent of the respondents consented that their institutions had strategic implementation process in place while 46 percent did not have.

Descriptive Statistics

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

Effects of Goal-oriented Culture on Strategy implementation

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

Table 1: Effects of Goal-oriented Culture on Strategy implementation

Statements of Goal-oriented culture	Mean	SD
The organizational goals are very clear	2.4	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	1.4
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 organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.	2.98	1.5
The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant. (evaluation)	3.02	1.48
Aggregate Scores	2.912	1.432

Source: Survey Data (2022)

From the table 1, 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.

Influence of Risk-taking Culture on Strategy Implementation

Respondents were asked to indicate their level of agreement on the statements about influence of risk-taking culture on strategy implementation using a scale of 1-5. The results were shown in Table 2.

Table 2: Influence of Risk-taking Culture on Strategy Implementation

Statements in Risk-Taking Culture	Mean	SD
My organization encourages employees to embrace innovative opportunities	2.89	1.57
Employees encouraged to take calculated risk in implementing organizational strategies	2.88	1.31
Innovative ideas are highly encouraged in our organization	3.11	1.36
In our organization, there is room for mistakes when taking innovative risks	2.97	1.35
Ambitions of the employee are highly encouraged	3.09	1.41
Employees have built entrepreneurial culture of taking risks	3	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	3.1	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	1.5
Aggregate Scores	2.999	1.433

Source: Survey Data (2022)

From table 2 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.

Influence of People-oriented Culture on Strategy Implementation

Respondents were asked to indicate their level of agreement on the statements about the influence of people-oriented culture on strategy implementation using a scale of 1-5. The results are shown in Table 3.

Table 3: Influence of People-oriented Culture on Strategy Implementation

Statements on 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 individual lives	3.26	1.43
Mentorship and coaching are employed to keep employees empowered in their work	2.98	1.44
Cultural competence awareness is provided and encouraged for 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 is well-structured reward systems to ensure 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 people working with the organization	3.09	1.45
Resources set aside to ensure employees are covered in areas e.g sickness and wellbeing	2.91	1.45
Aggregate Scores	2.719	1.457

Source: Survey 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.

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.

Table 4: Influence of Team Culture on Strategy implementation

Statements on 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
There is free and open sharing of ideas at my workplace	3.02	1.02
The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing (Management support)	2.86	1.99
The management style in the organization is characterized by teamwork, consensus, and participation	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.

Strategy implementation

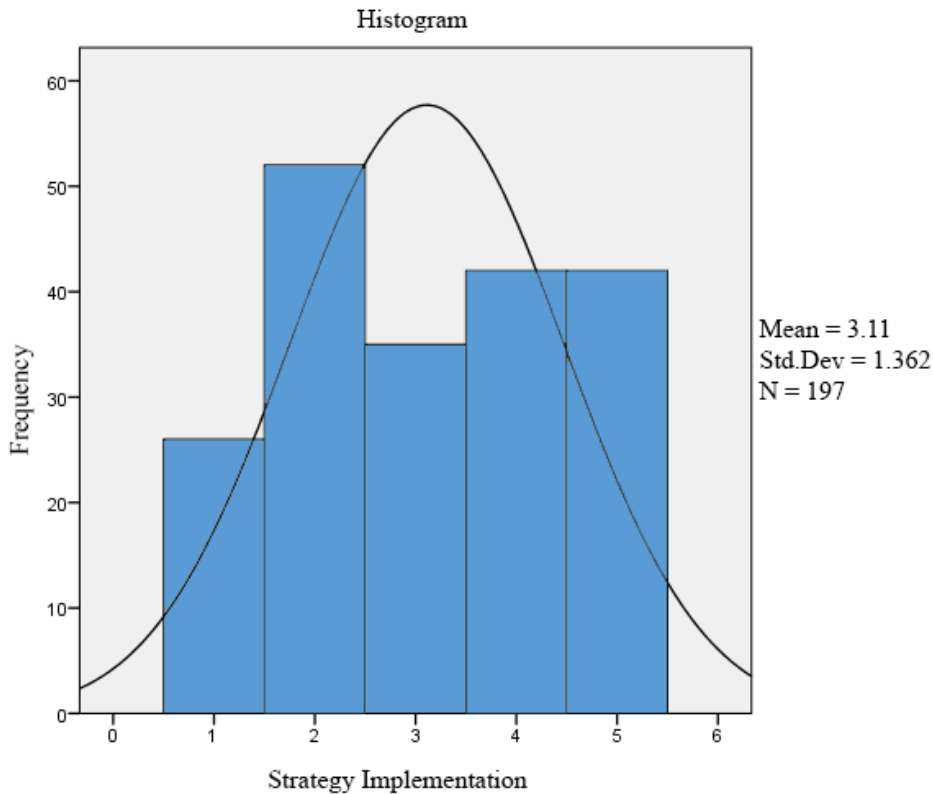


Figure 1: Strategy Implementation

Source: Survey data 2022

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

Inferential Statistics

Table 5: Regression statistics

<i>Regression Statistics</i>	
Multiple R	0.060758
R Square	0.003692
Adjusted R Square	-0.00134
Standard Error	0.501189
Observations	200

Source: Survey 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.

Table 6: 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: Survey 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 7: 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: Survey Data (2022)

Regression equation= $0.11x + 0.07X - 0.5X_2 - 0.3X_3 + 0.7X_3$

Where,

X=Risk taking culture

X₁=Goal oriented culture

X₂= People oriented culture and

X₃= Team oriented culture

The results indicated that when all factors are held constant strategic implementation will be at 0.73. People-oriented culture was observed to have the greatest effect on strategy implementation at 0.5 with a significant p value, 0.000 which is less than $P < .005$. Team work culture followed with 0.03. Goal-oriented culture and risk-taking culture were not much significant. The factors determined the working environment of the workers where then workers remained happy and engaged. When the

factors were not balanced, there was a higher employer turnover as they were unhappy and not committed to what they were doing. 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.

CONCLUSION AND RECOMMENDATIONS

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 will enable the decision makers 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. 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 & 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. 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 in Healthcare (Vol. 9, No. 3) 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 %. In line with in Healthcare (Vol. 9) 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. 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.

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.

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.

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.

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. Leaders should also be team members 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 used to create a sustained competitive advantage. 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 successful execution of strategy. 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 and not only follow the rules since, while doing so produces results; It also limits staff members' capacity for making choices because 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, as organizational culture can directly affect how well a plan is executed, management must concentrate on fostering and expanding its dimensions.

This survey contributes to the body of information by enabling a better understanding of how corporate culture influences how strategies are executed in Nairobi City County's private hospitals. This study has shown 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 study recommends that further 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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