

**FACTORS THAT INFLUENCE STRATEGIC MANAGEMENT
PRACTICES IN PRIVATE HOSPITALS IN NAIROBI COUNTY**

**BY
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DECLARATION

I confirm that this is my original work and has not been submitted for presentation at the University of Nairobi or any other institution of higher learning.

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DEDICATION

This project is dedicated to my husband Dr Riro Mwita and our children; Natasha Bhoke, Mwita Riro Junior and Apili Nchagwa.

TABLE OF CONTENTS

DECLARATION.....	ii
ACKNOWLEDGEMENT.....	iii
DEDICATION.....	iv
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study.....	1
1.1.1 Strategic Management Practices	3
1.1.2 Factors that Influence Strategic Management Practices	4
1.1.3 HealthCare Sector in Kenya.....	5
1.1.4 Private hospitals in Nairobi County	6
1.2 Research Problem.....	7
1.3 Research Objective	9
1.4 Value of the Study	10
CHAPTER TWO: LITERATURE REVIEW.....	11
2.1 Introduction.....	11
2.2 Theoretical Underpinning of the Study.....	11
2.2.1 Resource Based Theory	11
2.2.2 Porter's five forces	12
2.3 Factors that Influence Strategic Management Practices	13
2.3.1 Organization Structure	13
2.3.2 Organization Culture.....	14
2.3.3 Organization Leadership.....	14
2.3.4 Human Resources	15
2.3.5 Firm's Resources and Capabilities.....	15
2.3.6 Technology and Globalization.....	16
2.3.7 Economic and Political Factors	17
2.3.8 Environmental and Legal factors	18
2.4 Empirical Review.....	18
CHAPTER THREE: RESEARCH METHODOLOGY	20
3.1 Introduction.....	20
3.2 Research Design.....	20
3.3 Population of the study	20
3.4 Data Collection	21
3.5 Data Analysis and Presentation	21
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS	22
4.1 Introduction.....	22

4.2 Response Rate	22
4.3 Background and Firm Characteristics.....	23
4.3.1 Types of Services Offered by the Hospitals	23
4.3.2 Duration the Facility has been in Operation	24
4.3.3 Number of Employees in the Institutions	26
4.4 Factors that Influence Strategic Management Practices	27
4.4.1 Organizational Structure	27
4.4.2 Organizational Culture.....	28
4.4.3 Organizational Leadership	29
4.4.4 Human Resources	30
4.4.5 Firm Resources and Capabilities	31
4.4.6 Technology and Globalization.....	32
4.4.7 Economic and Political Factors	33
4.4.8 Environmental and Legal Factors	35
4.5 Factor Analysis	36
4.6 Discussion of Findings.....	39
CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND	
RECOMMENDATIONS.....	41
5.1 Introduction.....	41
5.2 Summary of Findings.....	41
5.3 Conclusion	42
5.4 Recommendations.....	42
5.5 Limitations of the Study.....	43
5.6 Suggestions for Further Studies	43
REFERENCES.....	45
APPENDICES	48
Appendix 1: Questionnaire	48
Appendix 2: Private hospitals in Nairobi County	52

LIST OF TABLES

Table 4.1: Response Rate.....	22
Table 4.2: Types of Services Provided	23
Table 4.3: Duration of the Operation of the Facility	24
Table 4.4: Number of Employees	26
Table 4.5: Organizational Structure Descriptive Statistics	28
Table 4.6: Organizational Culture Descriptive Statistics.....	29
Table 4.7: Organizational Leadership Descriptive Statistics.....	30
Table 4.8: Human Resources Descriptive Statistics	31
Table 4.9: Firm Resources and Capabilities Descriptive Statistics	32
Table 4.10: Technology and Globalization Descriptive Statistics.....	33
Table 4.11: Economic and Political Factors Descriptive Statistics	34
Table 4.12: Environmental and Legal Factors Descriptive Statistics	35
Table 4.13: Factor Interpretation	38

LIST OF FIGURES

Figure 4.1: Types of Services Provided	24
Figure 4.2: Duration of the Operation of the Facility	25
Figure 4.3: Number of Employees	26
Figure 4.4: Scree Plot.....	38

ABSTRACT

Organizations that practice strategic management performs better compared to those that do not. Practices of Strategic management enables leaders to view things in long-term rather than daily operational challenges that in turn improve their decision-making processes and make an organization perform well. Hospitals are important in healthcare system because they not only deliver healthcare services but also influence the way services are delivered. Nairobi County has a vibrant private healthcare sector. The level of quality of healthcare in Nairobi greatly differs and hinges on the services required, the kind of health facility one is interested in and can afford.

The study's intention was to explore factors that influence strategic management practices in private hospitals in Nairobi County. It also aimed at reviewing the increasing body of theoretical and empirical studies that have endeavored to examine the range of magnitude and effects of the factors influencing strategic management practices. Descriptive survey research design was utilized in this study. Private hospitals in Nairobi County were the earmarked population for this study. Primary sources of data were employed mainly through the use of questionnaires, and data was collected on the firm characteristics and the factors that influence strategic management practices. The study applied descriptive statistics and factor analysis so as to establish the factors that impact on strategic management practices. The study determined that the factors that influence strategic management practices are; corporation policies and practices, management approaches to strategic management, gathering and dissemination of information, organizational leadership and general direction, firm ability to adapt to its environment, and informal organizational structures. The study concluded that the factors enumerated above influence strategic management practices. The study recommend that; the Ministry of Health can educate businessmen and businesswomen who have delved into the health sector on the factors that influence strategic management practices in order to apply strategic management best practice in their businesses hence ensuring businesses growth. The study findings can also be applied to enable the growth of Small and medium enterprises in Kenya. The study also recommend that hospital management can apply the study findings respond to these challenges encountered in strategic management by re-examining their management position and this will assist them to steer the company in the volatile health sector business in Kenya.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Strategic management practices have positive effects that are indicated in several studies. According to Hunger (1996) it was established that 89% of organizations studied gained from strategic planning. Organizations that practice strategic management performs better compared to those that do not (Rhyne 1986). According to Capon (1994) organizations that do not embrace strategic management practices are unlikely to survive). Schwenk (1993) argues that the practices of Strategic management enables leaders to view things in long- term rather than daily operational challenges that in turn improves their decision-making processes and make an organization perform well.

According to Mintzberg 1998; Puck 1999; Richardson 1995, the benefits of a company that applies strategic management include – efforts are focused in a set direction; the company is distinguished from its environment; there is stability in decision-making process; employees are well-lead and guided; mutual understanding and communication is made easier; a systematic and logical problem-solving system is established; rational distribution of scarce resources among units is provided; control of set objectives is enabled which reduces indistinctness; and, ensuring order. Therefore, strategic management enables mastery of the dynamics of business environments.

There has been criticism on Strategic management especially in cases where there is lack of strategic thinking. The old strategy formulation process does not match present day's dynamic and fast changes in business arena; Strategic management puts

more attention on analyzing the past thus it cannot be relied on to generate solutions to present conditions in the environment (Hammonds 2001 and Strebel 2001).

Richardson (1995) argues that one cannot challenge strategic management although how it is applied in practice can be questioned. Strategic management critics categorize three problem areas that reduce the expected results into: use of unsuitable strategy formulation philosophy; use of incompetent procedure when analyzing data; and use a planning situation that does not match with the real condition of the environment.

This study is anchored on two theories, the Resource-Based theory developed by Wernerfelt (1984) and formalized by Barney (1991) ascertains strategic resources available to an organization can help an organization to perform better than its competitors. The theory proposes that firms possess diverse assets that can give them some form of advantage over their competitors. Precious and scarce assets can give an organization some form of advantage over other players in the market. An organization is able to enjoy this benefit as long as it is able to protect its resources from imitation, substitution or transfer. Forces in an industry theory developed by Porter (1980) proponent that any organization operates within a particular industry and the industry forces are of utmost importance for the firm to make profits. The attractiveness of an industry is dependent on the strength of forces within that particular industry, the stronger the forces, the less attractive the industry. This theory focuses on threats and opportunities from the environment.

Hospitals are important in healthcare system because they not only deliver healthcare services but also influence the way services are delivered and type of services they deliver (Kent and Rushitsky, 1998). Health sector in Kenya has been projected to

develop at a faster pace compared to the general economy. Health sector bestows 2% of Kenya's gross domestic growth and it is estimated at USD 2.2 billion.

Kamalu et al (2004) observed that healthcare indicators in Kenya are raising and the gap between demand and supply of healthcare services continue to increase creating a challenge to quality of service. About 47% of poorest population of Kenyans seek services from private hospitals. The Nairobi County has the biggest number of private hospitals in Kenya. (Kenya medical board private hospitals register, 2018). Some of the private hospitals in Nairobi County are the best in the region attracting customers from neighboring countries.

The researcher is motivated to conduct this study because organizations that use strategic management practices tend to more successful compared to those that do not (Rhyne 1986).

1.1.1 Strategic Management Practices

Thompson and Strickland (2003) argue that strategic management practices are ways used by leaders to set long-term direction, prepare particular performance goals and come up with ways to attain them considering internal and external circumstances. According to Adeleke et al. (2008), strategic management practice is the process of looking at now and later condition, developing objectives for an organization, implementing and controlling decisions and ensuring that the objectives are achieved in present and future environments. strategic management is the development, execution, regulation and analysis of ways to achieve further business goals Pearce and Robinson (1997). Strategic management is a result of the desire for firms to leverage on available and upcoming chances and deal with deterrents in the market.

Strategic management practice entails selecting a plan of action and organizing how it can be implemented. There are three components within it: strategic choice that is

concerned with coming up with probable action options, evaluation which entails examining the choices and choosing the most viable one and finally strategic implementation, this entails planning how to put the chosen strategy into effect (Kazmi, 2008). Organizations invest their resources to prepare and develop strategies that are coherent. Despite all that, studies have shown that only a few are really put into action resulting to desired outcome. Interrogation of factors that influence strategic management practices is of utmost importance because it has been demonstrated that strategic management practices gives an organization some advantages over its competitors.

1.1.2 Factors that Influence Strategic Management Practices

Both outside and inside factors influence strategic management practices. outward environment factors include the general environment (political and legal, demography, socio-cultural, economic, technological, and global), industry environment: (threat of entry, the threat of substitutes, customers' bargaining power, suppliers' bargaining power and competition among players in the industry)

Inward environmental factors are organizational structure, organizational ownership, organizational size, organizational culture, management style, stakeholder expectations, and resources (Edirisinghe, 2008). According to Heyder and Theuvsen (2008) traits of a firm like size, output, sales growth and profitability may influence strategic management practices. They portend that variation of each influence the option of Strategic management practices and general performance of the firm. Fajnzylber et al. (2006) looked at variation in firm age and managers' experience. It was concluded that strategic performance tends to decline as a firm ages since younger organizations tend to easily pick up new practices unlike older firms as they may find it exorbitant to drop old strategies and work procedures. Hitt et al (2009)

argue that older firms comfortably adjust to practices that emerge due to staff's exceptional experience. According to Gary et al (2012) experienced staff can intensify transfer of knowledge from various strategic encounters and consequently take part in relevant strategic management practices. Bloom and Van Reenen (2007) argue that an organization potential to attain its objectives is influenced by the resources it has and management of the resources. Firm resources enable prosperous execution of strategies. Penrose (1959); Mugera(2012). Possession and well controlled use of resource that is of value enable better strategic practices.

1.1.3 HealthCare Sector in Kenya

Kenya's Healthcare system is organized in levels in that complex conditions are referred to the next level. The main players in Kenya's health system are the government through the Ministry of Health and counties, non-governmental organizations (NGOs), private healthcare organizations, and faith based organizations. Since independence, Kenya has been formulating and executing policies towards increasing availability and accessibility to modern healthcare with hope to that it will achieve its goal of provision of health to everyone.

It has not been easy to maintain health institutions in the public sector. Kenyan government has adopted strategies like cost sharing and decentralization to revitalize delivery of healthcare. The government has labored to increase health infrastructure but it is unable to match the demand. The government is required to ensure that there are adequate health personnel, proper financing and supply of drugs and laboratory reagents, efficient and equal delivery of healthcare. While this has been noted significantly in the public healthcare institutions, there has been a lot of improvement

in the private healthcare providers; both in numbers and quality of services that they are offering.

The private healthcare sector consists of the activities of representatives who are outside the control of government. These agents are significant in provision of health services in Kenya. On realizing potential that exists in private healthcare sector, Kenyan government has created a situation that enables Non- governmental sector to invest in healthcare provision. The private healthcare sector has contributed remarkably in provision of healthcare to the public. Private healthcare sector provides services to people from various socioeconomic groups. The distribution of private healthcare institutions has become relatively better over time in both rural and urban areas. In sub Sahara Africa, Kenya's private health sector is well developed and vibrant. This is attributed to inadequate quality public health services. Out of the poorest quintile in Kenya about 47% tend to seek healthcare services from private sector and two-thirds of the amount is rendered for services they get from private hospitals.

1.1.4 Private hospitals in Nairobi County

Nairobi County has a vibrant private healthcare sector. The level of quality of healthcare in Nairobi greatly differs and hinges on the services required, the kind of health facility one is interested in and can afford. We have several private healthcare facilities in the city. Most of the hospitals in Nairobi County struggle to ensure that they provide quality healthcare services and consistently upgrade the standards in the hospital. In Nairobi county healthcare services are provided in both public and private healthcare facilities, a large majority of the populations that can afford paying are inclined to choosing private hospitals when seeking healthcare services. Private healthcare facilities are considerably more expensive than public healthcare facilities

just as is the situation elsewhere in the world. Majority of expats are ready to pay a higher price in exchange for better quality healthcare services in private health institutions. Like other facilities in the county, private hospitals in Nairobi County are categorized into levels depending on the services they are able to deliver and the facilities that the hospital possesses.

Healthcare delivery system in Nairobi County is comprised of hospitals, clinics, laboratories and nursing homes among others. The government of Kenya's attempt to avail healthcare to the citizens without having to travel over long distance to seek the same has brought about many qualified personnel to register their practice as hospital, clinic or nursing homes. From the Kenya medical practitioners and dentists board there are one hundred and forty five (145) private hospitals in Nairobi County. Due to the volatile business conditions some of these facilities are still in operation, expanding and making profits while others have been closed down or downsized.

1.2 Research Problem

In recent years, Strategic management practices have become significant. Organizations focused on long-term planning assuming that business conditions will be static making it possible to plan for a long period. Today business environment is dynamic so managers need to have a strategy that takes care of changes in business environment. Strategic management practices in organizations are affected by both outward and inward factors. Factors that are in the external environment include the general environment (political and legal, demography, socio-cultural, economic, technological, and global), industry environment (threat of entry, threat from substitutes, bargaining power of buyers, suppliers bargaining power, and rivalry among the existing competitors). Internal environmental factors that influence

strategic management practices are organizational structure, organizational ownership, organizational size, organizational culture, management style, stakeholder expectations, and resources (Edirisinghe, 2008).

Hospitals are important in healthcare system because they not only deliver healthcare services but also influence the way services are delivered and type of services delivered (Kent & Rushitsky, 1998). Despite great difference in hospital systems worldwide, hospitals in all areas have to cope with the raising cost and need to contain cost of healthcare. Kamalu et al (2004) observed that healthcare needs are raising and the rift between demand and supply of healthcare services continue to widen creating a challenge to provision of adequate quality healthcare services. Private hospitals play a major role in supplementing government health services. Like any other organization, they operate in a very turbulent environment (East and Central Africa Business Mirror, 2006).

Studies have been done on factors that influence strategic management practices. Theresia & Ludwig (2015) conducted a study on the Impact of External and Internal Factors on Strategic Management Practices of Agribusiness Firms in Tanzania. They concluded that an organization possession of inputs and easy access to public infrastructure had no influence on application of strategic management practices. Strategic management aspects of execution and monitoring were hampered by shortages in electricity, water and communication services. Organizations that have several alternatives for financing embrace strategic management practices. Organizations that were unable to get credit claimed that strategic management practices are costly.

Kakunu (2006) conducted a study on factors influencing strategic management practices among commercial banks in Kenya. He found that factors that influenced strategic management practices in commercial banks in Kenya were economic environment, technological conditions, global environment, political and legal environment, bank structure, bank resources and socio-cultural environment. The least significant factors were threat to substitutes and bank size. Nzyoki & Laaria (2015) did a study on factors influencing implementation of strategic plans in the municipal council of Machakos, Kenya and the study established that the following factors contribute positively to effective strategy implementation; organizational structure, resources allocation, organizational culture and leadership.

The investigator has not come across any similar done on factors influencing strategic management practices in private hospitals in Nairobi County. This study is different in that it is looking at factors that influence strategic management practices among private hospitals in Nairobi County. It attempts to give an answer to the query; what are the factors that influence strategic management practices in private hospitals in Nairobi County?

1.3 Research Objective

The objective of the study was to investigate factors that influence strategic management practices in private hospitals in Nairobi County.

1.4 Value of the Study

Through this study scholars are able to get details on factors that influence strategic management practices. In the same vein, the researcher/scholars are able to progress with a similar research problem or any related research situation. scholars can benefit from this study by debating on its findings and choose other possible areas to investigate.

Although the emphasis in this project is on academic research, the management of private hospitals in Nairobi County will benefit from the insights presented in this proposed study. Therefore, we hope that the mentioned hospital's management will pick up on some of the issues that have been presented and will begin to respond to these challenges. It is expected that the management team in the various private hospitals in Nairobi County will re examine their management position which will help them steer the company in the volatile health sector business in Kenya.

The Ministry of Health will find this study useful in educating businessmen and businesswomen in applying strategic management best practice in their businesses hence ensuring that these businesses grow. To the policymakers, the study will act as guide for establishing the factors that influence strategic management practices so as to enable the growth of Small and medium enterprises in Kenya.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter is concerned with the review of literature related to the study. It covers the theoretical framework, conceptual review on factors that influence strategic management practices and the empirical review.

2.2 Theoretical Underpinning of the Study

Key concepts in attaining competitive advantage are proper use of resources within an organization and the performance in their external environment. These create the foundation of the theories related to factors that influence strategic management practices. Resource-based theory introduced by Wenerfelt, (1984) and Porter's five forces (1980) are the thesis that govern this study.

2.2.1 Resource Based Theory

Resource based theory was initiated by Wernerfelt (1984). A central proposition of the theory is that organization's resources and capabilities form the basis on which organizations compete. Barney (1991) proclaimed that a firm is deemed to achieve competitive edge over its rivals through the execution of strategies which exploit internal strengths in response to environmental opportunities. Concomitantly, inner weaknesses can be avoided and outside threats neutralized. According to Collis and Montgomery (1995) an organization can have competitive advantage when it has resources that enable it to perform better than its rivals. Barney (1991) added by saying that competitive edge can be maintained when an organization has resources that are difficult to imitate or substitute. Barney, (1991) developed a tool that is used to examine organization's inner resources.

He identified traits that a firm's resource needs to have for it to maintain a competitive edge. Resources must be precious, uncommon, cannot be imitated or substituted. Priem and Butler (2001) critic on resource based view theory is that theory may be self-verifying. Barney identified a strategy that would give an organization competitive edge by using its valuable resources. Non-identical array of resources can produce a similar output for firms; therefore there will not be competitive advantage. There is limited focus on capabilities and product market.

2.2.2 Porter's five forces

According to Porter (1979) there are forces in any industry. These forces determine the magnitude of competition and appeal of a market. In this case appeal refers to the likelihood to make profit. There are five industry forces; threat of entry of new competitors, intensity of competition from rivals, suppliers' bargaining power, negotiation capacity of customers, and threat from substitute products or services. This forces framework was formulated to answer to the SWOT analysis of competitiveness of firms.

Criticism of the five force model is the fact that Porter is unable to justify how he came up with the five forces. (O'shaughnessy, 1984; Speed, 1989). This model is rigid and it is not easy to tell markets with great competition intensity as markets keep changing. There is need to keep on creating new models to keep up with the changes. Industry factors can only motivate 20 per cent of the changes in profits made in industries; growth and market share (Grant, 2011). According to Flower, (2004) and Downes, (1997) firms need to consider it crucial to keep an eye on happenings in their business environment like 'Digitalization', 'Globalization', and 'Deregulation' that Porter missed to pay attention to. These are factors that contributed to industry

changes in the last decade. The five forces by Porter ignores availability of an resources and capabilities in an organization these two factors are necessary when examining an organization performance Rivard, Raymond & Verreault (2006).

2.3 Factors that Influence Strategic Management Practices

Strategic management literature reveals that there are some key factors that are considered significant in influencing strategic management practices. These factors are extramural and intramural to organizations. Intramural features include organization structure, organization culture, Organization leadership, Human resources, firm resources and capabilities. External factors include economic, political, industry, technology and globalization.

2.3.1 Organization Structure

The arrangement between parts and elements in each organization is special and it mirrors its present image, internal politics and reporting correspondence. Organization structure is the allocation of roles and responsibilities, power distribution, supervision and coordination in order to attain organization aims Okumus (2003). It is important for leaders to ensure that organization structure enables easy flow of information, allows co-ordination and cooperation between various functional areas. Structure defines who is to do what and the level of responsibility. Organization structure is of utmost importance when focusing on how strategic planning can be put into action in a firm.

If an organization does not have a proper structure, it is difficult to implement strategic management practices. Organizations have different structures that have a direct influence on their performance. In a centralized organization structure top

management controls all the decisions made and has powers over all functional areas whereas in a decentralized organization structure, heads of various functional areas have powers to make decisions in their areas and have a level of independence to carry out procedures and implement activities in their functional areas. Thus organization structure has direct influence on the outcome of putting strategic management practices in place.

2.3.2 Organization Culture

As people work in an organization, they tend to behave in a particular way that is in line with the activities they carry out resulting into an organization culture. It consists of vision, symbols belief, values, habits and norms of an organization. Organization culture is developed overtime and is passed to new members who join the organization thus a particular way of doing things, thinking and feeling is implanted in all the employees in an organization. Organizations have unlike cultures Schein (2009); Deal and Kennedy (2000); Kotler , Armstrong , Saunders and Wong (2002). Organization culture determines what is allowed and not allowed in an organization it is a determinant of day to day activities and kind of strategies that are pursued in an organization. According to Deal and Kennedy (1982) culture significantly affects a firm performance. Organization culture has major aspects which are; culture network, heroes, values, rites and rituals.

2.3.3 Organization Leadership

Leadership is a task done by an individual that influences others to act in a certain desired way, creates cohesiveness and coherence in an organization. Characteristics like values, knowledge, beliefs, ethics, character and skills are necessary for leaders to direct and steer an organization. Leaders are expected to be experienced and trusted

advisors that can be relied upon by the people that they lead. Leadership is not just ordering people around, it is showing followers what they can copy and giving followers urge to attain high goals Kiptoo & Mwirigi (2014). Leaders are likely to use different skills and styles of leadership which have different effect on organization. Leaders need to be in a position to provide leadership that enables an organization to perform well, thus organization leadership is a key factor in putting strategic management practices in place.

2.3.4 Human Resources

According to Huselid, Jackson, & Schuler, (1997) Human resource management refers to the layout and action plan of certain practices that result in attainment of business objectives by use of human capital. Human resource is of utmost importance and when it is properly utilized it results successful strategy implementation and performance of an organization. Therefore it is necessary for human resource to have a good administration foundation and participate in strategic planning. However, limitations of human resource can be dealt with allowing the unit to be help in monitoring and evaluation of strategies that are put in place. According to Huselid and Becker (1997) it is noticeable that operational excellence and good performance is attained by organizations that have their human resource management system matched with strategic business goals.

2.3.5 Firm's Resources and Capabilities

According to (Bloom and Van Reenen (2007), potential for organizations to attain their goals is influenced by resources in the firm and how they are managed. Firm resources ease desired execution of strategies provided they are valuable, uncommon, cannot be substituted or imitated Penrose (1959); Mugeru (2012). Ferrier

(2001) argues that an organization may put in place aggressive strategic practices in order to compete and acquire resources that they require.

However there are few studies that support this view. Strategic actions by small firms are hindered as their capacity to invest is inadequate Dinh et al (2013). Therefore, low investment makes it challenging to put in place strategic management practices. According to Boehlje et al, (2011) for large organizations level of expertise of managers is necessary, expertise is related to better application of strategic management practices. According to (Ambrosini and Bowman, 2009; Mugera, 2012) managers who have limited business ability are unable to improve their organization strategic position.

2.3.6 Technology and Globalization

Technology is the use of scientific knowledge on real human life activities, to alter or influence human environment Britannica encyclopedia (2018). According to Mintzberg et al, (2003) strategy processes are majorly influenced by technology. Organizations need to be aware of the brisk changes in technology and adopt quickly in order to maintain competitive edge. According to Porter (1985) one of the major drivers of change is technology. In strategic management practices technology need to be considered as a key factor as it makes possible identified strategies to be put into action, it affects business operations and competitiveness.

The environment in which organizations conduct business is dynamic with organizations expanding business across borders and continents, firms have the opportunity to compete in global business market. In order to attain the benefits of globalization, worldwide business managers are expected to recognize when the world market offers opportunities for their global strategies (Mintzberg et al, 2003).

According to Pearce and Robinson (2007), in strategic management practice, managers need to look at the global environment and take into account key factors like economic, legal, social, political, competition and cultural environment. Therefore globalization is a key factor when putting strategic management practices in place.

2.3.7 Economic and Political Factors

Organization business strategy is influenced by business market and border economy. Economic environment entails business conditions of a firm which directs decisions in the business, all the players in the economy and the entire economic situation. According to Pearce and Robinson (2007) it is necessary for managers to find out readiness of customers to spend, supreme interest rate, availability of credit, performance of gross national production and inflation rate since they affect choice of strategy and implementation. Therefore economic situation is a factor that influence strategic management practices. Political environment is set by government decisions that affect organizations activities. These actions can manifest at various levels which include local level, national level or international level. According to Pearce and Robinson (2007) legal and regulatory framework for organizations to operate is guided by political factors. Governments influence business by putting in place tax policies, trade restrictions and tariffs. The state of political environment may influence strategic management practices.

2.3.8 Environmental and Legal factors

Robideaux, Miles and White, 1993 argue that many groups of people, some do not even have direct relationship with organizations are affected by organizations, strategic business decision. Therefore organizations need not to only focus on maximizing profits but also be cognizant of the environment they work in and check regularly if their actions are in line with the laid down rules of engagement. As an extension of corporate ethics, organizations are required to incorporate external stakeholders in their strategic decision. Ducker (1987) ascertains that business leaders need to be aware that the public perceives them as society leaders and they are expected to act as such. Therefore the environment in which an organization operates influences on strategic management practices. Organizations operations are influenced by laws and legal system in which it operates. Organizations that do business across borders are affected by the law and legal system in each country they operate in. This has a direct effect on market effect and strategic option of an organization. According to Bush (2016) legal environment is brisk and dynamic; laws may change according to political and international conditions. Therefore legal environment may influence strategic management practices.

2.4 Empirical Review

Frank (2010) did a study on contemporary strategic management practices of leading organizations. He found out that dominant organizations denote presumptions and thinking in line with organization's mission, they have a culture that embraces challenge and innovation this has contributed to their understanding of success. Organizations need to work closely with the business community for it to understand and think highly of its strategic management practices. For strategy to be successful

strategic management practices are of utmost importance so, it is prudent that organizations acknowledge their strategic management practices.

Dauda (2010) conducted a study on strategic management practices and corporate performance of selected business enterprises in Lagos metropolis in Nigeria. It was established that strategic management practices has an effect on market share of small business enterprises in Lagos metropolis. Implementation of strategic management practices has a positive relationship with organizational profitability. Njenga (2006) conducted a study strategic management practices at Mater hospital in Kenya. It was established that Mater hospital administrators had adopted a number of strategic management practices. The hospital has a well documented vision and mission statements which are communicated to employees and external stakeholders. The hospital has put in place mechanisms of environmental scanning. There is an annual business plan containing vision and mission statements, situation analysis and competition analysis. The hospital has institutionalized its strategies by aligning its organization structure, policies and training its staff.

Maguru (2011) did a study on the influence of strategic management practices on performance of Naivas Limited in Kenya. It was realized that Naivas limited managed to establish its market with the help of conducting environmental analysis and develop a well spelt out mission, vision, values, goals and objectives. This has promoted communication among employees and managers, inspired people to think more about the future of the company and maximized profits for the firm. Using strategic analysis Naivas limited has been able to better understand their competitors' strategies, reduced resistance to change and exploited more opportunities. It had a strategy that has provided a frame work for the firm to coordinate, conduct business.

CHAPTE R THREE: RESEARCH METHODOLOGY

3.1 Introduction

According to Bless and Achola (1988) the researcher is guided by a research methodology on how to gather information, analyze and clarify observed facts. A logical framework that is to be followed while conducting this study is introduced by this chapter. It is presented as; the research design, population of study, data collection and data analysis.

3.2 Research Design

Babbie (2008) looks at research design as the organization of order for data gathering and scrutiny in a way that is able to incorporate both applicability to the motive of the research and prudence in the process. Descriptive survey research design was employed. The researcher inclined to this design as it was able to answer questions such as who, how, what which, when and how much (Cooper and Schindler, 2006). A descriptive survey study was carefully designed to ensure complete description of the situation, making sure that there is minimum bias in the collection of data and to reduce errors in interpreting the data collected. Qualitative data was collected.

3.3 Population of the study

According to Cooper and Emory (1995) population is entire assembly of components that the researcher will use to make deductions. A component entails the content that is measured. A study population entails the whole group of items, objects, individuals, cases, or things with similar features present in space at a particular point of time (Kothari, 2008). Population of interest in this study consists of all the one hundred and forty five (145) private hospitals in Nairobi. This is a census study where all the 145 private hospital in Nairobi County were target respondents.

3.4 Data Collection

Primary data was collected through administration of structured questionnaires consisting of both closed and open-ended questions. The questionnaire consisted of two sections where section A captured questions on firm characteristics and section B contained questions on factors that influence strategic management practices. The study targeted the top management of the hospitals because they are best placed to respond to questions on strategic management practices embraced by the hospital.

3.5 Data Analysis and Presentation

Data was analyzed using descriptive statistics such as Frequencies, percentages, mean and standard deviation. The descriptive statistics according to Creswell (1994) is the use of measures of central tendencies such as the mean, median and measures of dispersion such as the range, quartile deviation, standard deviation and variance to describe a group of subjects. Descriptive analysis was relevant to this study because the researcher did not want to generalize the findings beyond the sample. The researcher also used factor analysis, a technique reduced the many variables to a small number of factors. This technique extracts maximum common variance from all variables and puts them into a common score.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

In this section, data analysis, interpretation and discussion of the findings have been done. The chapter will be divided into five sections. They included; response rate, background and firm characteristics, factors that influence strategic management practices, factor analysis, and discussion of findings. In summary, the chapter showcases data analysis, presentation, and interpretations of the study. The presentation, interpretation and discussion of the findings was done based on the objective of the study, which was to investigate factors that influence strategic management practices in private hospitals in Nairobi County . The chapter therefore presents an analysis and presentation of the findings based on the objective of the study.

4.2 Response Rate

Table 4.1: Response Rate

Response	Frequency	Percentage
Returned	109	75.17
Unreturned	36	24.83
Total	145	100

Out of the 145 questionnaires that were issued to the target respondents who were the management of the 145 hospitals in Nairobi County, 109 were filled up and returned. The overall response rate for the study was as presented was 75%.

The results in Table 4.1 indicate an overall successful response rate of 75.17%. Therefore, the response rate documented for the analysis was found fit for analysis

since it is supported by Mugenda and Mugenda (2010) that any response rate of 70% and more is considered suitable for analysis and making conclusions.

4.3 Background and Firm Characteristics

4.3.1 Types of Services Offered by the Hospitals

Table 4.2: Types of Services Provided

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Outpatient	18	16.5	17.0	17.0
Inpatient	42	38.5	39.6	56.6
High dependency	21	19.3	19.8	76.4
Intensive care	3	2.8	2.8	79.2
All the above mentioned services	22	20.2	20.8	100.0
Total	106	97.2	100.0	
Missing System	3	2.8		
Total	109	100.0		

From the questionnaires, the respondents were asked to stipulate the type of services offered by their respective facilities. It was necessary to indicate the type of services offered because it will have a bearing on the strategic management practices of the organization.

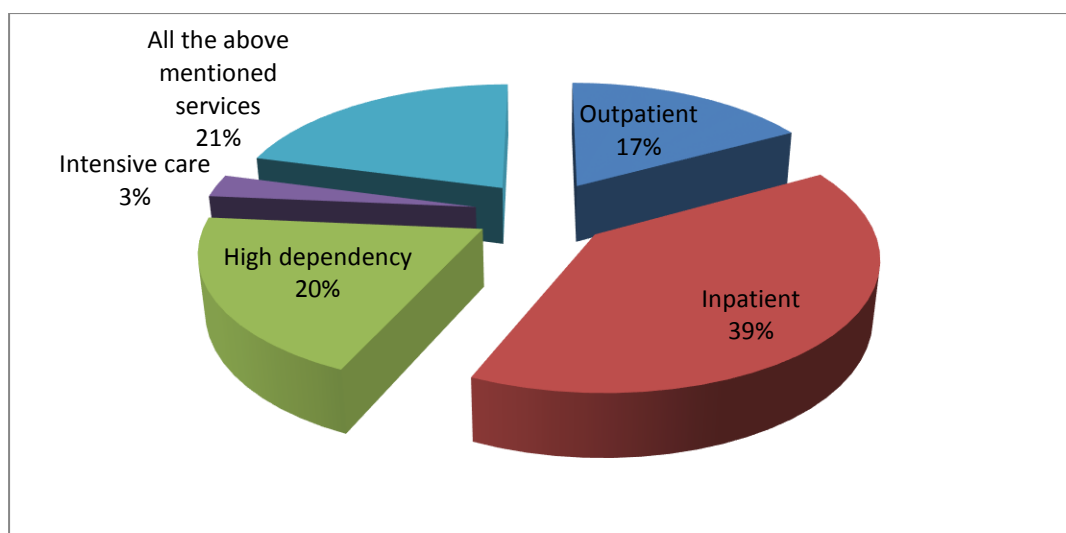


Figure 4.1: Types of Services Provided

Figure 4.1 above shows the type of services offered by the various hospitals in Nairobi County. The highest percentage, which is 39%, offered inpatient services. The least proportion of the hospitals (3%) offered intensive care services. 21% of the hospitals offered all the services listed in the questionnaire. 2% offered high dependency services and 17% outpatient services, This implies that a sizeable proportion of the hospitals have a strategy of offering versatile services.

4.3.2 Duration the Facility has been in Operation

Table 4.3: Duration of the Operation of the Facility

	Frequency	Percent	Valid Percent	Cumulative Percent
1-5 years	18	16.5	16.8	16.8
6-10 years	27	24.8	25.2	42.1
11-15 Years	31	28.4	29.0	71.0
Valid 20-25 Years	18	16.5	16.8	87.9
26-30 Years	10	9.2	9.3	97.2
More than 30 years	3	2.8	2.8	100.0
Total	107	98.2	100.0	
Missing System	2	1.8		
Total	109	100.0		

The respondents in the survey were required to indicate the duration which their respective institutions has been in existence so as to establish whether there was a link between duration of operation and strategic management practices. The results are exhibited in Figure 4.2 below.

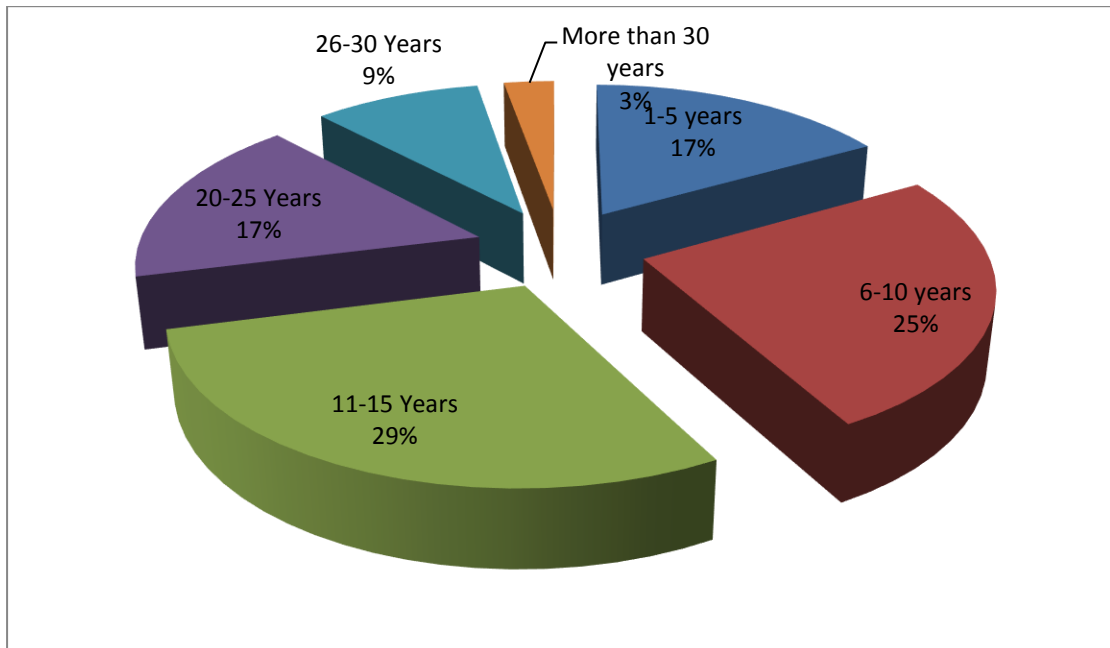


Figure 4.2: Duration of the Operation of the Facility

From the study findings, it is apparent the highest proportion of the hospitals in Nairobi County which constitutes of 29% have been in operation for the period of between eleven to fifteen years. The lowest proportion (3%) has been in operation for more than thirty years. 25% have been in existence for 6-10 years, 17% both 20-25 years and 1-5 years. 9% of the hospitals have been in operation for 26-30 years. The longer the years of operation the higher the likelihood of the institutions engaging in strategic management practices.

4.3.3 Number of Employees in the Institutions

Table 4.4: Number of Employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 10-20 employees	18	16.5	16.8	16.8
21-30 employees	32	29.4	29.9	46.7
31-40 employees	10	9.2	9.3	56.1
41- 50 employees	12	11.0	11.2	67.3
More than 50 employees	35	32.1	32.7	100.0
Total	107	98.2	100.0	
Missing System	2	1.8		
Total	109	100.0		

The respondents were asked to indicate the number of people employed by their respective facilities. It was necessary to indicate the number of employees so as to establish whether an association exists between the number of employees and strategic management practices. The findings are indicates in Figure 3 below.

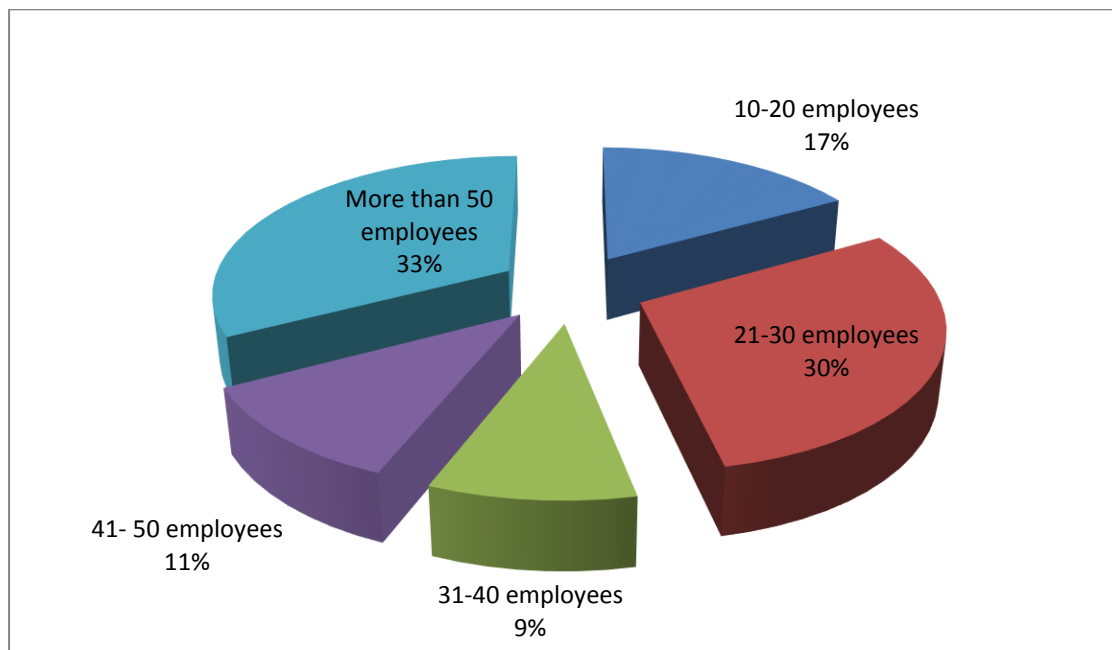


Figure 4.3: Number of Employees

The results show that a biggest proportion of the health care facilities in Nairobi County, which is 33%, have more than fifty employees. The least proportion (9%) has between thirty and forty employees. 30% of the hospitals have between 21-30 employees, 17% 10-20, and 11% have between 41-50. This can be used as an indicator of the size of the firm keeping in mind that firm size has a bearing on strategic management practices.

4.4 Factors that Influence Strategic Management Practices

In this study, descriptive research design was selected since it will enable the generalization of the findings of the population; it will allow analysis and relation of variables. Descriptive statistics in this study were employed to describe analyze the various factors that influence strategic management practices.

A descriptive study tries to explain or describe a subject frequently by establishing an outline of a collection of problems, individuals, or events, by collecting data and the tabulation of the frequencies of research variables or their relationship. It provides a range of research objectives such as; explanation of an event or characteristics linked with a subject population, approximation of extent of the population that possesses these features, and unearthing of linkages among varying variables (Ngechu, 2004).

4.4.1 Organizational Structure

Descriptive statistics were derived for the factor, organizational structure. The results are presented in Table 4.5 in the subsequent page.

Table 4.5: Organizational Structure Descriptive Statistics

	N	Mean	Std. Deviation
There is a clear structure in your facility with well defined reporting relationship.	109	4.2294	1.14369
There is are procedures and rules to follow in decision making	107	4.3271	1.06200
There is uninterrupted movement of details and collaboration.	106	4.1321	.88453
There is a clear outline of who does what and the level of accountability.	107	4.2430	.72478
Decision making authority is delegated to middle and lower level managers, not closely held by top management.	107	3.9907	.93663
Overall average mean	3.48705		

From the study findings, we can see that the highest mean is 4.3271 of the attribute presence of procedures and rules to follow in decision making. It has a standard deviation of 1.062. The attribute with the lowest mean is delegation of decision making authority which has a mean of 3.9907, standard deviation of 0.93663. The factor level of accountability has a mean of 4.2430 and a standard deviation of 0.72478. Availability of well defined reporting relationships has a mean of 4.2294 and a standard deviation of 1.143169. Coordination and cooperation has a mean of 4.1321 and a standard deviation of 0.88453. This implies that most of the institutions had the attributes that denote organizational structure, a factor that affects strategic management practices.

4.4.2 Organizational Culture

Descriptive statistics were also derived for the factor, organizational culture. The results are exhibited in Table 4.6 on the following page.

Table 4.6: Organizational Culture Descriptive Statistics

	N	Mean	Std. Deviation
There are particular beliefs and assumptions in your facility that have developed over time.	106	3.9245	.95317
Organization beliefs and assumptions are taught to new employees.	106	3.8019	1.23766
Organization culture is reflected in the vision, mission, values and adaptability to the environment.	107	4.0093	1.24002
Top management is able to embrace culture change.	107	3.9626	1.14038
There is an informal communication system or hidden hierarchy of power in the organization.	107	3.7383	1.24640
Overall average mean	3.88732		

From the results, it is evident that the highest mean is 4.0093 of the attribute organization culture is reflected in the vision, mission, values and adaptability to the environment. It has a standard deviation of 1.24002. The attribute with the lowest mean is presence of informal communication or hidden power hierarchy. (grapevine) which has a mean of 3.7383 and standard deviation of 1.24640. The attribute embracing culture change has a mean of 3.9692 and a standard deviation of 1.14038. Particular beliefs and assumptions have a mean of 3.9245 and a standard deviation of 0.95317. Organizational beliefs and assumptions have a mean of 3.8019 and a standard deviation of 1.237766. This implies that most of the institutions had the attributes that denote organizational culture, a factor that affects strategic management practices.

4.4.3 Organizational Leadership

Descriptive statistics were derived for the factor, organizational leadership. The findings are indicated in Table 4.7 in the following page.

Table 4.7: Organizational Leadership Descriptive Statistics

	N	Mean	Std. Deviation
Your organization has a person that influences others to accomplish organization objectives in a cohesive and coherent way.	107	4.1121	.81642
The hospital has a leader who is a mentor and people are dependent on him.	107	4.1869	.96281
The leader influences strategic planning.	107	4.1121	.95490
The leader provides management skills to cope with ramification of constant change.	107	4.1495	.90911
The hospital has a leader that makes followers want to achieve high goals.	107	4.0561	1.11450
Overall average mean	4.12334		

The findings indicate that the highest mean is 4.1869 of the attribute the institution has a leader who is a mentor and people are dependent on him. It has a standard deviation of 0.96281. The attribute with the lowest mean is the hospital has a leader that makes followers want to achieve high goals which has a mean of 4.0561 and a standard deviation of 1.11450. The attribute management skills to cope with constant change have a mean of 4.1495 and a standard deviation of 0.90911. Leadership influence of strategic planning has a mean of 4.1121 and a standard deviation of 0.95490. Person that influences also has a mean of 4.1121 but a standard deviation of 0.81642. This implies that most of the institutions had the attributes that denote organizational leadership, a factor that affects strategic management practices.

4.4.4 Human Resources

Descriptive statistics were derived for the factor, human resources. The findings are indicated in Table 4.8 in the following page.

Table 4.8: Human Resources Descriptive Statistics

	N	Mean	Std. Deviation
The hospital has a human resource department that is highly administrative.	107	4.0374	.98981
Human resources department participate in strategic planning.	107	3.8879	1.19217
Human resource department has been positioned in a way that it can be relied upon on monitoring and evaluation.	107	3.9533	1.05851
The hospital has reconcilable enactments that enable the hospital to achieve its business goals by the help of human capital.	107	4.2056	.94906
The hospital has aligned its goal with required human capital that enables the goals to be realized.	107	4.0935	1.15361
Overall average mean	4.03554		

The findings indicate that the highest mean is 4.2056 of the attribute the hospital has

The hospital has reconcilable enactments that enable the hospital to achieve its business goals by the help of human capital. It has a standard deviation of 0.94906. The attribute with the lowest mean is human resources department participate in strategic planning which has a mean of 3.8879 and a standard deviation of 1.19217. The attribute alignment of strategic management to human resources has a mean of 4.0935 and a standard deviation of 1.15361. Human resources department that is highly administrative has a mean of 4.0374 and a standard deviation of 0.98981. Human resource department positioning itself as a strategic unit has a mean of 3.9533 and a standard deviation of 1.05851. This implies that most of the institutions had the attributes that denote human resources, a factor that affects strategic management practices. It also reveals that human resources played a crucial part in strategic management.

4.4.5 Firm Resources and Capabilities

Descriptive statistics were derived for the factor, firm resources and capabilities. The findings are indicated in Table 4.9 below.

Table 4.9: Firm Resources and Capabilities Descriptive Statistics

	N	Mean	Std. Deviation
The hospital has valuable physical resources	107	4.2243	1.15993
The hospital has the capacity and it is managing its resources well.	107	4.0748	1.12183
The hospital has constant access to market information.	107	4.0561	1.03552
The hospital has skilled and expertise staff that offer quality and unique services.	107	4.3645	1.10225
The hospital has made a name that has results into customer trust and loyalty.	105	4.4095	.81683
Overall average mean	4.22584		

Results show that the highest mean is 4.4095 of the attribute customer brand loyalty. It has a standard deviation of 0.81683. The attribute with the lowest mean is constant access to market information which has a mean of 4.0561 and a standard deviation of 1.03552. The attribute skills and expert staff have a mean of 4.3645 and a standard deviation of 1.10225. Valuable physical resources have a mean of 4.2243 and a standard deviation of 1.15993. Capacity to manage resources well has a mean of 4.0748 and a standard deviation of 1.12183. The attributes had an overall average mean of 4.22584. This implies that most of the institutions had the attributes that denote firm resources and capabilities, a factor that affects strategic management practices.

4.4.6 Technology and Globalization

Descriptive statistics were derived for the factor, technology and globalization. The results are showcased in Table 4.10 below.

Table 4.10: Technology and Globalization Descriptive Statistics

	N	Mean	Std. Deviation
The hospital uses information communication technology systems.	107	4.4299	.80226
The hospital has adopted current technology in managing patients.	107	4.4112	.84623
The hospital has positioned itself ready to compete in global market.	107	3.9439	1.15605
The hospital is cognizant of global economic situation and it has strategies aligned to the global economic situation.	107	3.8785	1.17128
The hospital is ready to adapt to the dynamic technological advancements.	107	4.0374	1.18898
Overall average mean	4.14018		

The findings indicate that the highest mean is 4.4299 of the attribute use of information communication technology systems. It has a standard deviation of 0.80226. The attribute with the lowest mean is recognition of the global economic situation and crafting strategies aligned to it which has a mean of 3.8785 and a standard deviation of 1.17128. The attribute adoption of current technology has a mean of 4.4112 and a standard deviation of 0.84623. Adoption of dynamic technological advancements has a mean of 4.0374 and a standard deviation of 1.18898. Positioning to compete in the global market has a mean of 3.9439 and a standard deviation of 1.15605. The attributes had an overall average mean of 4.14018. This implies that most of the institutions had the attributes that denote technology and globalization, a factor that affects strategic management practices.

4.4.7 Economic and Political Factors

Descriptive statistics were derived for the factor, economic and political factors. The results are exhibited in Table 4.11 below.

Table 4.11: Economic and Political Factors Descriptive Statistics

	N	Mean	Std. Deviation
Ease with which people are able to get credit, availability of spendable money and readiness to spend is of importance to the hospital.	105	3.8000	1.05975
The hospital business is affected by inflation rates	106	4.0755	.92271
Direction and stability of government is a major consideration for the hospital when formulating its strategies.	105	3.9429	1.05456
Changes in trade restriction and tariffs affects the business	106	3.8491	1.21728
Tax policies have a great influence the hospital business.	106	3.6981	1.37439
Overall average mean	3.87312		

The results show that the highest mean is 4.0755 of the attribute use of business being affected by inflation rate. It has a standard deviation of 0.92271. The attribute with the lowest mean is tax policies having a great influence on the hospital business which has a mean of 3.6981 and a standard deviation of 1.37439. The attribute direction and stability of government has a mean of 3.9429 and a standard deviation of 1.05456. Changes in trade restrictions and tariffs have a mean of 3.8491 and standard deviation of 1.21728. Availability of credit, level of disposal income and propensity of people to spend has a mean of 3.8000 and a standard deviation of 0.05975. The attributes had an overall average mean of 3.87312. This implies that most of the institutions had the attributes that denote economic and political factors, a factor that impacts strategic management practices.

4.4.8 Environmental and Legal Factors

Finally, descriptive statistics were obtained for the factor environmental and legal factors. The results are exhibited in Table 4.12 below.

Table 4.12: Environmental and Legal Factors Descriptive Statistics

	N	Mean	Std. Deviation
The organization is able to regularly check if bits activities match with agreed rules of engagement.	106	4.2170	1.03284
The hospital incorporates key people outside their firm as part of corporate ethics.	106	3.9623	1.17047
The organization monitors public perception of its business activities and protects itself from public disaffection.	106	4.1509	.99324
The organization ensures that it hires employees that have relevant qualifications and treat employees as per the laid down employment laws.	106	4.2264	1.00743
The organization ensures that it hires employees that have relevant qualifications and treat employees as per the laid down employment laws.	106	4.5189	.77128
Overall average mean 4.2151			

The results indicate that the highest mean is 4.5189 of the attribute hiring employees that have relevant qualifications and treating them as per the laid down employment laws. It has a standard deviation of 1.17047. The attribute with the lowest mean is incorporating external stakeholders in strategic decision tax policies which have a mean of 3.9623 and a standard deviation of 1.37439. The attribute hiring employees that have relevant qualifications and treat employees as per the laid down employment

laws has a mean of 4.2264 and a standard deviation of 1.00743. Evaluation of the organization's activities being in line with the laid down rules of engagement has a mean of 4.2170 and a standard deviation of 1.03284. Monitoring public perception of the organization's business activities has a mean of 4.1509 and a standard deviation of 0.99324. The attributes had an overall average mean of 4.2151.

This implies that most of the institutions had the attributes that denote environmental and legal factors, a factor that impacts strategic management practices.

4.5 Factor Analysis

Factor analysis is decomposing content information in a group of variables into information about an inherent set of latent components. Thus, it is a statistical technique that represents relationship among a set of many interrelated variables by singling out relatively small number of factors. It helps to identify the underlying, not directly observable constructs.

It replaces original variables by a smaller number of underlying variables. Factor analysis is often used to split original variables into groups which are highly correlated with each other within a group and not highly correlated between groups. Within groups, correlations are high but between groups, correlations are low.

The purpose of utilising factor analysis in this study is to summarize the eight variables that influence strategic management into fewer derived variables. It also seeks to establish whether the classification of the attributes into the eight factors is appropriate. The study will utilise the principle component analysis approach which decomposes variation in multivariate data set into a set of components such that first component accounts for as much of variation in data as possible and the second component accounts for second largest proportion of variation, and so on. Rotation

method was also used where the sums of squared loadings values were rotated and showed information for the extracted factors after rotation.

The highest mean score of the forty attributes is 4.5189 of the attribute ‘hiring employees that have relevant qualifications and treating them as per the laid down employment laws’. The lowest mean score is of the attribute ‘tax policies having a great influence on the hospital business’ which has a mean of 3.6981. When there were missing values because a respondent did not leave a response for a particular attribute, it was replaced with the attribute mean. After conducting the factor analysis, there were six factors with eigen values greater than 1.

The Scree plot is a graph of total variance related with each factor and shows a distinct break between steep slope of large factors and gradually trailing off of rest of factors. Thus, from scree plot displayed in figure 5, it appears that a 6 factor model should be sufficient. This is because the curve levels out after the six factors.

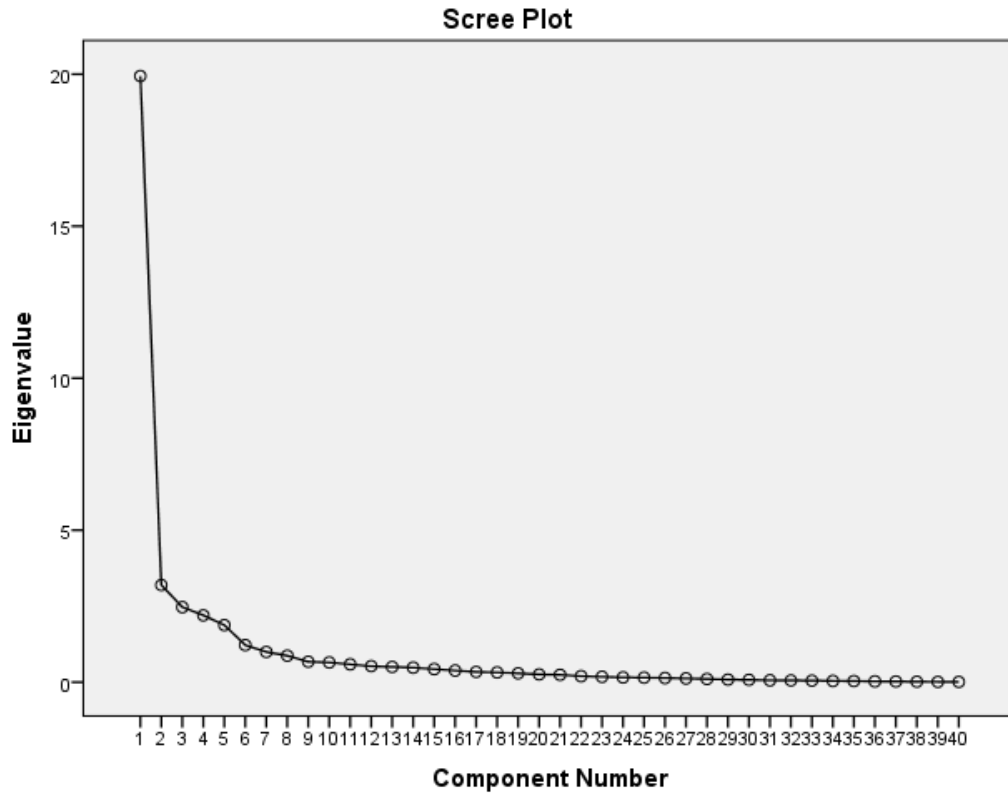


Figure 4.4: Scree Plot

Finally, the Rotated Component Matrix was generated, it showed the factor loadings for each variable. After going across each row, the factor that each variable loaded most strongly on was picked and highlighted in yellow.

The six factors that influence strategic management practices which were extracted are re-classified as illustrated in Table 4.12 below.

Table 4.13: Factor Interpretation

Factor	Interpretation
1	Corporation Policies and Practices
2	Management Approaches to Strategic Management
3	Gathering and Dissemination of Information
4	Organizational Leadership and General Direction
5	Firm Ability to Adapt to its Environment
6	Informal Organizational Structures

The factors which impact strategic management were analyzed using descriptive statistics and then factor analysis employed to reduce the variables in the process re-classifying the factors. The descriptive statistics revealed through the mean statistic that all the factors were present in the surveyed organizations because the respondents either ‘strongly agreed’ or ‘agreed’ as to their existence.

The factor analysis also shows that the variables are more suitably re-organized into other factors other than the ones originally hypothesized. Thus, the factors can be reclassified from; organizational structure, organizational culture, organizational leadership, human resources, firm resources and capabilities, technology and globalization, economic and political factors, and environmental and legal factors to; corporation policies and practices, management approaches to strategic management, gathering and dissemination of information, organizational leadership and general direction, firm ability to adapt to its environment, and informal organizational structures.

4.6 Discussion of Findings

In the international arena, the study resonates with the one done by Edirisinghe (2008) which established that both outside and inside factors influence strategic management practices. It is also in agreement with Bloom and Van Reenen (2007) who argued that an organization potential to attain its objectives is influenced by the resources it has and management of the resources.

This was also advocated by Penrose (1959) and Mugeru (2012) who opined that firm resources enable prosperous execution of strategies and possession and well controlled use of resource that is of value enable better strategic practices.

Locally, the current study is in line with a study conducted by Frank (2010) which focused on contemporary strategic management practices of leading organizations. It established that dominant organizations denote presumptions and thinking in line with organization's mission, and they have a culture that embraces challenge and innovation this has contributed to their understanding of success. It also resonates with the study conducted by Njenga (2006) which studied strategic management practices at Mater hospital in Kenya. It established that Mater hospital administrators had adopted a number of strategic management practices. The hospital had a well documented vision and mission statements which external stakeholders and employees were aware of. The hospital also put in place mechanisms of environmental scanning. There is an annual business plan containing vision and mission statements, situation analysis and competition analysis. The hospital institutionalized its strategies by aligning its organization structure, policies and training its staff.

CHAPTER FIVE: SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This section discusses the summary of the study findings and offers conclusions and recommendations of the study on the factors that influence strategic management practices in private hospitals in Nairobi County. It further goes on to state the limitations of the study and provide suggestions for further research.

5.2 Summary of Findings

The factors that affect strategic management practises which were hypothesized in the study included; organizational structure, organizational culture, organizational leadership, human resources, firm resources and capabilities, technology and globalization, economic and political factors, and environmental and legal factors. The study established through descriptive statistics that these factors existed in the hospitals in Nairobi County and they influence strategic management practices to a great extent.

The study through factor analysis reclassified the factors to that affect strategic management practices to include; corporation policies and practices, management approaches to strategic management, gathering and dissemination of information, organizational leadership and general direction, firm ability to adapt to its environment, and informal organizational structures. The factor analysis showed that the variables are more suitably re-organized into these factors other than the ones originally hypothesized.

5.3 Conclusion

In concurrence with the discovery from this study, it can be deduced with certainty the variables can be classified into different factors from the ones originally hypothesized. The study concluded that the factors which affect strategic management practices are; corporation policies and practices, management approaches to strategic management, gathering and dissemination of information, organizational leadership and general direction, firm ability to adapt to its environment, and informal organizational structures.

The study also concluded that the factors; organizational structure, organizational culture, organizational leadership, human resources, firm resources and capabilities, technology and globalization, economic and political factors, and environmental and legal were present in the private hospitals in Nairobi County. These factors are similar to the ones hypothesized in this study. Therefore organizations that have strategic management practices tend to have the hypothesized factors in place and these can be can suitably be re-organized to corporation policies and practices, management approaches to strategic management, gathering and dissemination of information, organizational leadership and general direction, firm ability to adapt to its environment, and informal organizational structures.

5.4 Recommendations

Policy recommendations are that the Ministry of Health can educate businessmen and businesswomen who have delved into the health sector on the factors that influence strategic management practices in order to apply strategic management best practice in their businesses hence ensuring businesses growth. Governments, multinational organizations as well as non-governmental organizations can be able to establish the

factors that influence strategic management practices so as to enable the growth of Small and medium enterprises in Kenya.

It recommends that hospital management and management of organizations in general should re examine their management position in order to respond to emerging challenges and to aid them to steer the company in the volatile business environment.

5.5 Limitations of the Study

Due to time and cost limitations, the scope of the study was been limited to Nairobi County. Thus, it has not been determined if the result findings would hold for a other parts of the country. Furthermore, it is uncertain whether similar findings would be replicated in other countries. Since the study employed primary sources of data through the use of questionnaires, there was the challenge of non-response of some of the questions in the questionnaire or even the respondents not returning the entire questionnaire. The data could also not be used in its raw form, and had to be coded into Statistical Packages for Social Sciences. Thus, delays were imminent as data was to be edited and processed further before the researcher could be able to compile it.

5.6 Suggestions for Further Studies

On the basis of information gathered and the knowledge gained in this study, the researcher has suggested some areas for further research. The current study's scope was limited to Nairobi County, a study of the same kind can be conducted in different other parts, this can be helpful to confirm or disapprove the findings of this study.

This study was limited to the Kenyan context, researchers in other East African, African, and other countries. The same study can be carried out to ascertain whether the current study findings would hold.

The study's aim was to identify the factors that influence strategic management practices. A study can be done to ascertain the effect and magnitude of these factors on strategic management practices with the aim being to finding out the relationship.

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APPENDICES

Appendix 1: Questionnaire

This questionnaire is designed to obtain information purely for academic research purposes from the top management of private hospitals in Nairobi County. The accuracy of the responses you provide will be crucial to the success of the research project. You are kindly requested to respond to each of the questions based on the scale provided below.

The questionnaire has two parts (A and B). Instructions are given for each part.

DO NOT WRITE YOUR NAME OR YOUR CONTACTS ANYWHERE IN THIS QUESTIONNAIRE!

SECTION A: FIRM CHARACTERISTICS

Please tick (✓) where is appropriate

1.Name _____ of _____ facility

.....

2. Type of services provided

Outpatient () Inpatient () High dependency () Intensive care ()

All the above mentioned services ()

3. The hospital has been running for how long?

1-5 years () 6-10 years () 11-15 Years () 20-25 Years ()

26-30 years () More than 30 years ()

4. Number of employees

10-20 employees ()

21-30 employees ()

31-40 employees ()

41- 50 employees ()

More than 50 employees ()

SECTION B: FACTORS THAT INFLUENCE STRATEGIC MANAGEMENT PRACTICES

Specify to what level the ensuing elements affect strategic management practices on a scale of 1-5 where; Strongly agree (SA)-5, Agree (A)-4, Neither Agree nor Disagree (N)-3, Disagree (D)-2, Strongly Disagree (SD)

Organization structure	1	2	3	4	5
There is a clear structure in your facility with well defined reporting relationship.					
There is are procedures and rules to follow in decision making					
There is uninterrupted movement of details and collaboration.					
There is a clear outline of who does what and the level of accountability.					
Decision making authority is delegated to middle and lower level managers, not closely held by top management.					

Organization culture	1	2	3	4	5
There are particular beliefs and assumptions in your facility that have developed over time.					
Organization beliefs and assumptions are taught to new employees.					
Organization culture is reflected in the vision, mission, values and adaptability to the environment.					
Top management is able to embrace culture change.					
There is an informal communication system or hidden hierarchy of power in the organization.					

Organizational leadership	1	2	3	4	5
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Your organization has a person that influences others to accomplish organization objectives in a cohesive and coherent way.					
The hospital has a leader who is a mentor and people are dependent on him.					
The leader influences strategic planning.					
The leader provides management skills to cope with ramification of constant change.					
The hospital has a leader that makes followers want to achieve high goals.					

Human resources	1	2	3	4	5
The hospital has a human resource department that is highly administrative.					
Human resources department participate in strategic planning.					
Human resource department has positioned itself as a strategic unit that the organization can rely on especially during monitoring and evaluation of strategic planning.					
The hospital has reconcilable enactments that enable the hospital to achieve its business goals by the help of human capital.					
The hospital has aligned its goal with required human capital that enables the goals to be realized.					

Firm resources and capabilities	1	2	3	4	5
The hospital has valuable physical resources					
The hospital has the capacity and it is managing its resources well.					
The hospital has constant access to market information.					
The hospital has skilled and expertise staff that offer					

quality and unique services.					
The hospital has made a name that has results into customer trust and loyalty.					

Technology and globalization	1	2	3	4	5
The hospital uses information communication technology systems.					
The hospital has adopted current technology in managing patients.					
The hospital has positioned itself ready to compete in global market.					
The hospital is cognizant of global economic situation and it has strategies aligned to the global economic situation.					
The hospital is ready to adapt to the dynamic technological advancements.					

Economic and political factors	1	2	3	4	
Ease with which people are able to get credit, availability of spendable money and readiness to spend is of importance to the hospital.					
The hospital business is affected by inflation rates					
position and decision of government greatly affect the hospital strategies.					
Changes in trade restriction and tariffs affects the business					
Tax policies have a great influence the hospital business.					

Environmental and legal factors	1	2	3	4	5
The organization is able to regularly check if bits activities match with agreed rules of engagement.					
The hospital incorporates key people outside their firm as part of corporate ethics.					
The organization monitors public perception of its					

business activities and protects itself from public disaffection.					
The organization ensures that it hires employees that have relevant qualifications and treat employees as per the laid down employment laws.					
The organization follows health and safety laws as it carries out its business activities.					

THANK YOU FOR YOUR PARTICIPATION!!!!

Appendix 2: Private hospitals in Nairobi County

Facility name	Registration number	Address
1. Better living hospital	002860	P.o box 48629 00100 Nairobi
2. Midhill nursing home	000027	P.o box 21138 00505 Nairobi

3. Emmaus nursing home	000109	P.o box 23652 00100 Nairobi
4. Kasarani maternity & nursing home	000112	P.o box 31524 00600 Nairobi
5. Mkunga maternity and nursing home	000132	P.o box 64350 0620 Nairobi
6. Chiromo lane medical centre	000143	P.o box 1501 00606 Nairobi
7. Marie stopes kenya eastleigh nursing home	000571	P.o box 59328 00200 Nairobi
8. Frepals community nursing home kibera	000529	P.o box 28873 00200 Nairobi
9. Samaritan medical services	000671	P.o box 6569 00100 Nairobi
10. Kayole hospital ltd	001636	P.o box 67617 00200 Nairobi
11. Brightside drug abuse rehabilitation & treatment centre.	000802	P.o box 16942 00620 Nairobi
12. Maria maternity and nursing home	000888	P.o box 34736 00100 Nairobi
13. Nairobi outpatient centre	000938	P.o box 5308 00100 Nairobi
14. St. Jude medical centre	000942	P.o box 35120 00200 Nairobi
15. Woodstreet clinic & nursing home	000944	P.o box 77924 00622 Nairobi
16. Radiant hospital limited Pangani	000949	P.o box 65973 00607 Nairobi
17. Provide international health centre –Kayole	000974	P.o box 62961 00200 Nairobi
18. Salama nursing & maternity home	000978	P.o box 7394 00610 Nairobi
19. Cana family clinic and resource centre	001188	P.o box 55292 00200 Nairobi

20. Muteithania nursing and maternity home	001282	P.o box 71935 00622 Nairobi
21. Nairobi place addiction treatment centre ltd	001448	P.o box 2158 00502 Karen
22. Arrow web hospital ltd	001455	P.o box 756 00518 Nairobi
23. Patanisho maternity & nursing home	001673	P.o box 936 00518 Nairobi
24. Giovanna -e- sylvia medical centre	001729	P.o box 21390 00505 Nairobi
25. Mundika maternity and nursing home	001775	P.o box 14665 00400 Nairobi
26. St. Joseph nursing home Eastleigh	002029	P.o box 77807 00622 Nairobi
27. St. Pauls health services ltd	002126	P.o box 2697 00202 Nairobi
28. Texas cancer centre Hurlingham	002151	P.O BOX 13 00202 NAIROBI
29. The retreat limited	002240	P.o box 1501 00606 Nairobi
30. Communal oriented services	002432	P.o box 415 00300 Nairobi
31. Scion healthcare- Kwa Njenga	002679	P.o box 11614 00400 Nairobi
32. Sunshine medical diagnostic centre	002760	P.o box 76749 00620 Nairobi
33. Andalus nursing home	002774	P.o box 57175 00200 Nairobi
34. Newlight medical centre	002780	P.o box 74945 00200 Nairobi
35. Abrar health services limited	002805	P.o box 18501 00100 Nairobi
36. Dandora medical centre	003052	P.o box 71956 00622 Nairobi
37. Bristol park nursing home	003105	P.o box 9193 00200 Nairobi
38. Ednah medical centre -	003181	P.o box 11095 00400 Nairobi
39. Unity maternity and nursing home Umoja	003355	P.o box 1852 00100 Nairobi
40. The wentworth hospital	003463	P.o box 10268 00400 Nairobi
41. Euraka medical centre	003466	P.o box 2539 00202 Nairobi
42. Bliss gvs healthcare Buruburu clinic	003512	P.o box 5763 00200 Nairobi

43. Joy nursing and maternity Eastleigh limited	003603	P.o box 52569 00200 Nairobi
44. Hami health care services	003803	P.o box 71502 00610 Nairobi
45. Eagle nursing home	003728	P.o box 23604 00625 Nairobi
46. Bahati community hospital	003742	P.o box 788 00515 Nairobi
47. Ruai family hospital ltd	004223	P.o box 1050 00520 Nairobi
48. Josma health services limited	004305	P.o box 76872 00620 Nairobi
49. South c hospital limited	004364	P.o box 9527 00100 Nairobi
50. Bristol park nursing home –Utawala	004369	P.o box 9193 00200 Nairobi
51. Saika nursing home	004437	P.o box 988 00600 Nairobi
52. Samawati medical centre	005041	P.o box 2001 00502 Nairobi
53. Alice nursing home	005915	P.o box 44587 00100 Nairobi
54. Radiant group of hospitals Umoja	005957	P.o box 65973 00607 Nairobi
55. Rangel park Tassia medical centre	006064	P.o box 42256 00200 Nairobi
56. Selinas healthcare	006261	P.o box 36621 00100 Nairobi
57. Mariakani nursing and rehabilitation centre	006292	P.o box 12535 00400 Nairobi
58. Afya breeze nursing home	007213	P.o box 3998 00200 Nairobi
59. Texas cancer centre Kilimani	007384	P.o box 13 00202 Nairobi
60. Scion healthcare limited	014158	P.o box 11614 Nairobi
61. Ultimate medical care services Chokaa	014163	P.o box 38670 00623 Nairobi
62. Nephro med limited	014334	P.o box 32909 00600 Nairobi
63. Drive-in nursing hospital	014535	P.o box 72934 00200 Nairobi
64. Omnicare medical	014579	P.o box 75234 00200 Nairobi

65. Oasis mental health limited	014611	P.o box 14539 00800 Nairobi
66. Nile nursing home ltd	014686	P.o box 24456 00502 Nairobi
67. Nairobi place addiction treatment centre	014699	P.o box 2158 00502 Nairobi
68. Brooks of cherith medical and nutrition centre limited	014898	P.o box 72 00202 Nairobi
69. Bahati Tassia medical centre	015050	P.o box 42256 00200 Nairobi
70. Phadam hospital company limited	015166	P.o box 1183 00100 Nairobi
71. Garden specialist hospital Kilimani	015359	P.o box 3280 00506 Nairobi
72. Emir medical centre limited	015419	P.o box 56168 00200 Nairobi
73. Saola maternity home	000172	P.o box 59555 00200 Nairobi
74. Ngumba medical & laboratory services	001348	P.o box 412 00618 Nairobi
75. Kabiro health care services & maternity	001847	P.o box 25159 00603 Nairobi
76. Pipeline maternity & nursing home	001877	P.o box 629 00515 Nairobi
77. St. Patrick healthcare centre ltd	002402	P.o box 9045 00300 Nairobi
78. Fhok-familycare medical & maternity home	002609	P.o box 30581 00100 Nairobi
79. Livewell clinic and maternity home-Masimba	003590	P.o box 64406 00620 Nairobi
80. Precious life medical centre	003005	P.o box 584 00520 Nairobi
81. Jahmii kipawa medical centre	003049	P.o box 54012 00200 Nairobi
82. Juja road hospital Pangani	003083	P.o box 10006 00400 Nairobi
83. Medical link intergrated health program	003174	P.o box 4340 00506 Nairobi
84. Ovelink healthcare	003197	P.o box 67617 00200 Nairobi
85. Prudent medical centre & maternity home	003474	P.o box 3845 00200 Nairobi

86. Allsops providence medical centre	006498	P.o box 547 0518 Nairobi
87. Medheart outpatient and maternity home	007806	P.o box 14443 00400 Nairobi
88. Shree Swaminarayan hospital	014721	P.o box 15977 00509 Nairobi
89. Janice Cholerton medical & cancer centre	014805	P.o box 19526 00202 Nairobi
90. Life bridge cottage hospital limited	014950	P.o box 1079 00600 Nairobi
91. Mother and child hospital	000247	P.o box 77918 00622 Nairobi
92. Alliance hospital ltd	002301	P.o box 20801 00202 Nairobi
93. Care hospital ltd	003862	P.o box 46041 00100 Nairobi
94. The Nairobi south hospital ltd	014766	P.o box 74079 00200 Nairobi
95. Mediheal hospital Eastleigh	015043	P.o box 25665 00610 Nairobi
96. Nairobi west hospital	000516	P.o box 43375 00100 Nairobi
97. The Nairobi hospital	000821	P.o box 30026 00100 Nairobi
98. Mp shah hospital	000863	P.o box 14497 00800 Nairobi
99. The Aga khan university hospital Nairobi	001001	P.o box 30270 00100 Nairobi
100. The Karen hospital limited	001200	P.o box 1500 00502 Nairobi
101. Gertrude's garden children's hospital	006903	P.o box 42325 00100 Nairobi
102. The Mater hospital	000885	P.o box 30524 00100 Nairobi
103. Guru Nanak Ramgarhia hospital	000011	P.o box 33071 00100 Nairobi
104. St. Mary's mission hospital	000201	P.o box 3409 00506 Nairobi
105. Maria Immaculata hospital Lavington	000369	P.o box 57216 00200 Nairobi
106. Coptic hospital - Ngong road	000575	P.o box 21540 00505 Nairobi
107. Edelvaletrust jamaa home and mission hospital	000575	P.o box 17153 00510 Nairobi
108. St. Francis community hospital	001327	P.o box 62676 00200 Nairobi

109.	Ruaraka uhai neema hospital	001402	P.o box 65122 00619 Nairobi
110.	Jesse kay childrens hospital	002317	P.o box 63660 00619 Nairobi
111.	South b hospital ltd	000115	P.o box 49255 00100 Nairobi
112.	St. Johns hospital ltd	000129	P.o box 51754 00200 Nairobi
113.	Umoja hospital limited	000236	P.o box 76480 00508 Nairobi
114.	Metropolitan hospital	000341	P.o box 808 00515 Nairobi
115.	Mariakani cottage hospital	000390	P.o box 12535 00400 Nairobi
116.	The Nairobi Women's hospital Hurlingham	000405	P.o box 10552 00100 Nairobi
117.	Avenue hospital	000564	P.o box 45280 00100 Nairobi
118.	Melchizdek hospital ltd	000683	P.o box 20085 00200 Nairobi
119.	Huruma hospital	000892	P.o box 72934 00200 Nairobi
120.	Marura hospital	001078	P.o box 75520 00200 Nairobi
121.	Victory hospital ltd	001685	P.o box 186 00515 Nairobi
122.	Makkah hospital limited	001558	P.o box 54044 00200 Nairobi
123.	Langata hospital ltd	001561	P.o box 934 00517 Nairobi
124.	Meridian equator hospital	002198	P.o box 962 00200 Nairobi
125.	Eagle eye laser centre ltd Ngong road	002441	P.o box 76386 00508 Nairobi
126.	Africare ltd hospital	002518	P.o box 66680 00800 Nairobi
127.	Ladnan hospital	003683	P.o box 2534 00202 Nairobi
128.	The Nairobi womens hospital adams	002601	P.o box 10552 00100 Nairobi
129.	Madina hospital ltd	002708	P.o box 78370 00507 Nairobi
130.	Nairobi east hospital ltd	003513	P.o box 51863 00100 Nairobi
131.	Eagle eye laser centre ltd Lavington	003739	P.o box 76386 00508

		Nairobi
132.	The Zambezi hospital	004003 P.o box 26702 00504 Nairobi
133.	Mariakani cottage hospital – Utawala	004457 P.o box 12535 00400 Nairobi
134.	Meditest diagnostic services ltd	006403 P.o box 40715 00100 Nairobi
135.	Komarock modern healthcare Utawala	006546 P.o box 23728 00100 Nairobi
136.	Brain spine and rehabilitation hospital ltd	008159 P.o box 2488 00202 Nairobi
137.	Al-amin hospital limited	014346 P.o box 16317 00610 Nairobi
138.	Spine clinic Africa ltd	014760 P.o box 10259 00100 Nairobi
139.	Mediheal hospital parklands	014835 P.o box 39698 00623 Nairobi
140.	The Nairobi west hospital cancer centre	015208 P.o box 43375 00100 Nairobi
141.	Lions sightfirst eyes hospital	001756 P.o box 66576 00800 Nairobi
142.	City eye hospital	005712 P.o box 19744 00202 Nairobi
143.	Eye and u opthalmic ltd	006794 P.o box 266 00606 Nairobi
144.	Noor eyecare	014764 P.o box 40822 00100 Nairobi
145.	Park eye centre	014844 39498 00623 Nairobi

Source: Kenya Medical Practitioners and Dentists Board registration (2018)