STRATEGIC CHANGE AT NAIROBI WOMEN'S HOSPITAL, NAIROBI, KENYA

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE

MASTER OF BUSINESS ADMINSTRATION, FACULTY OF BUSINESS AND

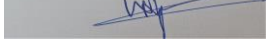**MANAGEMENT SCIENCES, UNIVERSITY OF NAIROBI**

AUGUST 2023

DECLARATION

This research project is my original work and has not been submitted for examination in any other university.

Signature: _____ ~Wachiuri~ _____ Date: .___4/12/2023_____

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The research project has been submitted for examination with my approval as the university supervisor.

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ABSTRACT

The present business environment has been characterized by rapid technological and operational change attributed to change in service operation delivery means and sophisticated customer demands. As a result, contemporary businesses are progressively adopting the implementation of change management as a strategic approach, with the expectation that it would lead to enhancements in their objectives. The primary aim of this study was to investigate the many elements that influence strategic transformation within the context of Nairobi Women's Hospital. Specifically, the role of organizational structure, leadership, culture, and Human Resources and technological changes was assessed. The findings reveal that that the centralised structure affected agility, communication and the speed of decision making and to counter the same, the organization had decentralized its services and thus empowering staff to make faster decision making and thus customer satisfaction. Organizational culture impacted on the change process because it did not encourage diversity of workforce and decentralization of decision making. Organizational leadership was found to also affect the strategic change process in the hospital for not allocating adequate resources to the change process, not effectively aligning the change process to the organization vision and mission, not handling the resistance to the changes, and failing to make certain critical decisions. The study findings also suggest that technological changes have brought about organizations market disruption and thus the organization has had to carry out the technological change to remain relevant. Strategic changes in this area were found to also benefit from data-driven decision-making processes to gain insights, identify trends, and make informed choices. Effective communication, development of a change program, leadership development and succession planning policies aimed at identifying and grooming leaders who can effectively lead and support the organizational change was recommended. The study was limited on the context, research methodology that was a case study and limited number of interviewees thus limited the generalizability of the findings.

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ABBREVIATIONS AND ACRONYMS

CEO   -   Chief Executive Officer

COO   -   Chief Operations Officer

KMPDU   -   Kenya Medical Practitioners and Dentist Union

NWH   -   Nairobi Women's Hospital

HR   -   Human Resource

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

The current corporate landscape is marked by swift technical advancements and operational transformations, which can be linked to changes in service delivery methods and increasingly complex client expectations. Consequently, contemporary firms are progressively adopting the utilization of change management as a strategic approach with the expectation that it will lead to enhancements in their objectives (Kute & Upadhyay, 2014). Hornstein (2015) posited that the efficacy of change management is contingent upon the presence of a strategic objective and a deliberate effort to engage in influence change management. The process of change management inside companies extends beyond mere structural modifications, such as the establishment of new reporting hierarchies and the replacement of senior personnel. Rather, it should focus on achieving measurable improvements in the overall performance of the company. According to Cummings, Bridgman, and Brown (2016), there has been a substantial increase in the magnitude of large, frequently distressing organizational changes in recent decades. Nevertheless, it is evident that in several instances, the enhancements yield unsatisfactory outcomes, failing to align with their original intentions (Fernandez & Rainey, 2017). The author acknowledges the negative aspects of change and asserts that when human societies are compelled to adapt to changing circumstances, they inevitably experience discomfort.

Furthermore, the author contends that managers and organizations are not exempt from errors during the process of formulating and executing change initiatives. The significance of change management is expected to increase in the forthcoming years, surpassing any previous periods.

According to Kuipers et al. (2014), there is a claim that organizations and managers that lack the capacity to effectively adapt to the rapid changes in the future would not have a viable future.

The present investigation will rely on three scholarly models to comprehend the determinants influencing strategic transformation. Three prominent models in the field of organizational change include the Kurt Lewin model, the McKinsey 7S model, and Kotter's Eight-Step Change Model. Burnes (2004) posits that the Kurt Lewin model postulates the existence of three distinct stages that an organization must adhere to in order to execute change successfullychange. The initial phase involves the process of "unfreezing," followed by the subsequent stage of transition, and ultimately culminating in the phase of "freezing," when modified behaviors are reinforced through both formal and informal means within the organizational context. According to the McKinsey 7S framework, an organization's significant areas for change can be categorized into two distinct dimensions: soft and hard areas. According to Jalagat (2016), the challenging aspects of organizational management encompass system, strategy, and structure. Conversely, the softer elements encompass skills, style, staff, and shared values. These softer elements are often regarded as the fundamental pillars of the organization, albeit posing difficulties in their management. Kotter's model, in contrast, encompasses eight sequential steps for facilitating organizational change. These steps include fostering a collective perception of urgency, assembling a cohesive team capable of collaborating effectively to implement change, formulating a comprehensive vision that will serve as a guiding force throughout the change process, and consistently communicating this vision to reinforce the sense of urgency (Hussain et al., 2018).

The Nairobi Women's Hospital is a prominent healthcare facility in Kenya that focuses on the fields of Obstetrics and Gynecology. However, it also possesses the necessary expertise to effectively manage a wide range of general medical and surgical diseases that necessitate specialized attention. The hospital, which has been in operation for nearly two decades, has encountered both growth and obstacles during its existence. The hospital has experienced significant changes over time, including the expansion of its branch networks. Initially established solely in Hurlingham, the hospital has since established nine satellite hospitals in various locations across Nairobi and neighboring counties such as Kajiado, Nakuru, Naivasha, Mombasa, and Meru. Nevertheless, the hospital has encountered challenges in terms of customer care and negative press in recent times, which has prompted the requirement for additional strategic modifications in order to attain a certain degree of competitive advantage. Several significant modifications have been made to the hospital's operations, including as the procurement of specialized equipment, establishment of partnerships with various hospitals and insurance companies, collaboration with employers, and the ongoing training of staff members. Nevertheless, despite the hospital's implementation of intentional strategic modifications with the objective of enhancing their competitive standing, NWH has been unable to attain its stated objectives in accordance with the aforementioned initiatives (NWH, 2021). In the year 2020, the business underwent a restructuring of its public relations department in order to adopt a customer-centric approach and augment its workforce with specialist personnel. Nevertheless, after undergoing similar modifications, the survey conducted by the Kenya Medical Practitioners, Pharmacists and Dentists Union (KMPDU) in 2021 reveals that Nairobi Women's Hospital (NWH) continues to exhibit worse performance compared to its counterparts, namely Aga Khan University Hospital, Nairobi West, and Mater Hospital, in terms of popularity. The

present study aimed to investigate the factors that influence the strategic transformation process in the Nairobi Women's Hospital, taking into account the aforementioned context.

1.1.1 The Concept of Strategic Change

Strategic change management refers to the ongoing process of reviving an organization's structure, capabilities, and business trajectory in order to effectively adapt to the evolving demands of both external and internal consumers (Kepkemoi & Moronge, 2015). Organizations engage in a systematic process to build a deliberate approach to change. Weiser (2021) posits that the management of strategic change entails a methodical and organized strategy that facilitates organizations in attaining a lasting transformation in human behavior. Strategic change management refers to a systematic approach or methodology that facilitates the advancement and modification of several elements within an organization, including processes, structures, culture, technology, personnel, leadership styles, and the physical work environment (Mburu, 2019).

According to Gido (2019), the primary objective of managing strategic change is to promote organizational results and performance, as well as to improve staff morale, customer happiness, and the quality of service. Strategic change is a significant transformation inside an organization, encompassing both strategic decision-making and structural adjustments. Change management may be defined as a deliberate and strategic utilization of diverse approaches to effectively address the existing circumstances and events that contribute to the attainment of a business's objectives (Amiru, 2019). Strategic change management encounters various problems, with notable ones including cultural factors, inadequate management practices, competitive pressures, technical advancements, labor law considerations, and employee attitudes (Njoroge, 2017). In order to effectively manage change, it is imperative for organizations to adopt a strategic

approach and engage in thorough research. This research should be aimed at assessing the organization's ability to meet the needs of its consumers, as well as to ascertain whether it is able to provide services that are on par with, or even superior to, those offered by its competitors. Additionally, organizations must also consider the inherent risks associated with their respective industries.

1.1.2 Strategic Change

The implementation of strategic change is a crucial factor in improving the performance and competitive advantage of organizations. Nevertheless, there exist other reasons that impede the successful execution of strategic change within businesses. According to Mburu (2019), strategic management techniques are influenced by a combination of external and internal influences. The external factors that influence an organization's operations can be categorized into two main domains: the general environment and the industry environment. The general environment encompasses various aspects such as the political and legal landscape, demographic trends, socio-cultural factors, economic conditions, technological advancements, and the global context. On the other hand, the industry environment focuses on specific factors that directly impact a particular industry, including the threat of new entrants, the threat of substitute products or services, the bargaining power of customers, the bargaining power of suppliers, and the level of competition among existing industry players. The internal environmental factors encompass various elements within a business, such as its organizational structure, ownership, size, culture, management style, stakeholder expectations, and available resources (Hornstein, 2015).

Gido (2019) posits that several characteristics of an organization, such as its size, output, sales growth, and profitability, have the potential to impact strategic management techniques. It is

posited that variations in each factor have an impact on the selection of strategic management techniques and the overall performance of the organization. The study conducted by Fajnzylber et al. (2006) examined the variability in firm age and the level of experience possessed by managers. The study's findings suggest that there is a negative correlation between the age of a corporation and its strategic performance. Younger companies exhibit greater adaptability in adopting new practices, whereas older enterprises may have challenges in abandoning established strategies and work procedures due to potential costs and complexities involved. According to Weiser (2021), older organizations possess the ability to effectively adapt to emerging methods as a result of their staff's extensive expertise. Gary et al (2012) suggest that the presence of experienced workers can enhance the transfer of knowledge from different strategic encounters, hence enabling their active participation in relevant strategic management practices. According to Amiru (2019), the ability of an organization to achieve its goals is determined by the resources at its disposal and the effective management of those resources. The availability and the utilization of firm resources are crucial for the successful implementation of strategies. The ownership and efficient management of valuable resources contribute to improved strategic practices.

1.1.3 Nairobi Women Hospitals

The establishment of the Nairobi Women's Hospital (NWH) commenced in March 2001, as documented by NWH (2021). The hospital exhibits a particular focus on Obstetrics & Gynecology, while also demonstrating proficiency in addressing a wide range of general medical and surgical ailments that necessitate specialist attention. Northwest Hospital (NWH) provides a range of healthcare services including inpatient, outpatient, and specialty care. These specialist services encompass antenatal, pediatric, surgical, medical, well baby, well woman, and

comprehensive care clinics. NWH aims to cater to individuals from many backgrounds and walks of life. With a tenure of 21 years, the organization has successfully established a robust and formidable brand presence in the health industry. As per the official website of the hospital, the Nairobi Women's Hospital is a contemporary healthcare facility with a capacity of 479 beds. It caters to a substantial number of individuals, seeing to over 300,000 outpatients and 120,000 inpatients on a yearly basis (NWH online). Over a span of over 17 years, the hospital has emerged as a prominent figure in the healthcare sector in Kenya, offering a wide range of comprehensive, high-quality, inexpensive, and easily accessible healthcare services to individuals of all genders and age groups (NWH report, 2021).

According to the NWH report of 2021, the hospital has expanded its network to include a total of nine (9) hospitals, strategically situated in Hurlingham, Adams, Ongata-Rongai, Kitengela, Nakuru Hyrax, Nakuru CBD, Naivasha, Meru, and Mombasa. The 24-hour hospitals in our organization employ a workforce of more than 1,300 skilled and dedicated individuals. These staff members play a crucial role in the hospital's accomplishments and are fully devoted to the overarching goal of attaining a notable level of patient contentment. The hospital operates on the guiding principles of its vision statement, which emphasizes the responsibility of being entrusted with the healthcare needs of our families. Additionally, the hospital's mission is centered around the passionate delivery of healthcare services.

1.2 Research Problem

In a changing business environment, organizations must come to the reality that they need to continuously find new competencies since any existing advantages get eroded quickly owing to environmental changes. Because change is a necessary step to remain relevant, it does follow

that business entities must appreciate the importance of identifying areas where changes is necessary to remain competitive, otherwise the existing competitiveness will get eroded. Stensaker, Frølich, and Huisman (2018) emphasize that businesses are implementing strategic changes with the objective of attaining several goals, including enhancing efficiency, economy, effectiveness, performance, evaluation ethics, and market considerations. In recent times, there has been a noticeable increase in the need for services and the corresponding desire for high-quality service provision. This has resulted in significant challenges for managers and their organizations, as they are constantly faced with the necessity to adapt and evolve. Scholars such as Okeyo, Gathungu, and K'Obonyo (2016) have characterized this phenomenon as a continuous and ongoing process of change within the corporate realm. Hence, it is imperative for firms to adapt their operational strategies periodically, in order to synchronize with environmental shifts and progress on a favorable trajectory. However, since different organization operating environment differs, the changes implemented might not achieve the desired results all the time and therefore while implementing the strategic changes, businesses need to be alive to the factors that might affect their strategic process (Shaik & Dhir, 2020).

Nairobi Women Hospital has implemented several strategies that are meant to improve its efficiency, customer satisfaction, customer base and productivity. In the year 2019 and 2020, the hospital invested Kes 150 million to automate its operations and expand its branch network. Similarly, in the year 2020, the hospital undertook a deliberate strategy to equip its facilities with state-of–art medical equipment and staff to operate them in order to compete favorably amongst the level five hospitals in Nairobi and the satellite hospitals. In total the hospital spent money close to Kes. 400 million inclusive of the training expenses. However, according to the Nairobi Women's Hospitals 2021 annual management report, it was noted that the hospital had not

successfully implemented the desired changes nor achieved the targeted results. It is important to therefore evaluate the strategic changes being implemented by the organization with a view to undertaking corrective actions and thus desired results. Indeed, the challenges facing firms undertaking strategic change have attracted the attention of a number of scholars.

In a study conducted by Smith et al. (2019), the researchers examined the various factors that impact an organization's capacity to effectively manage innovation in a strategic manner. The study identified nine specific factors that impede this objective, including management style and leadership, resource allocation, organizational structure, corporate strategy, technology, knowledge management, employee involvement, and the innovation process. The study's findings indicate that the primary determinants vary between organizations, with the innovation process being the sole endogenous element inside the conceptual framework. In a study conducted by Herrmann and Nadkarni (2014), the focus was on the examination of the management of strategic change, specifically exploring the influence of CEO personality dualism. The findings of this study suggest that the CEO's Five-Factor Model (FFM) of personality plays a dual function in the management of strategic change. Furthermore, the results highlight the contrasting CEO FFM qualities required for initiating strategic change versus those necessary for enhancing the performance outcomes of implementing strategic change. In a study conducted by Thomas (2014), the focus was on examining the impact of change management on the performance of Nigerian telecoms sectors. The findings indicate that technological advancements have a substantial impact on performance, whereas shifts in customer preferences influence customer loyalty. The findings of the study also indicate that alterations in management, namely through leadership, exert a substantial impact on the performance of employees. The study's findings suggest that it is advisable for telecom companies in Nigeria to

have a proactive approach towards adapting to changes in a highly competitive market. This proactive stance would facilitate the seamless implementation of these changes. In order to enhance the overall performance of the industry, it is imperative for change managers to effectively navigate the human aspect of change and mitigate resistance through the implementation of suitable change methods.

In a study conducted by Kimathi (2016), the focus was on examining the impact of strategic change management approaches within the context of the Coca Cola Company in Kenya. Based on the research findings, the study has demonstrated that globalization has resulted in an expansion of the company's markets and a rise in chances for further growth and revenue generation. The results of the study also indicated that in order for a business to experience growth and success, it is imperative for the managers of said firm to possess the ability to foresee, identify, and effectively manage changes occurring within both the internal and external environment. at a study conducted by Mburu (2019), an examination was made of the elements that impact change management at Telkom Kenya Limited within a dynamic business environment. The findings revealed that internal communications, training and development, and organizational culture were identified as the primary factors impacting the management of change.

The existing body of scholarly research has predominantly concentrated on examining the impact of strategic factors on organizational effectiveness. The studies were conducted across several sectors of the economy, thereby limiting the generalizability of the findings specifically to the health sector. There is need to establish what factors indeed affect change implementation in the health sector with specific focus on strategic change. This therefore motivated the researcher to

fill this gap by seeking to answer the question: What are the factors affecting strategic change management in health sector; a case study of Nairobi Women's hospital.

1.3 Objective of the Study

The objective of the study is to establish the factors that affect strategic change at Nairobi women hospitals, Nairobi Kenya

1.4 Value of the Study

This study provides students with comprehensive information regarding the various aspects that influence strategic change management. Similarly, researchers and scholars have the opportunity to advance their work by exploring a similar study challenge or any relevant research scenario. This study offers scholars the opportunity to engage in critical discourse surrounding its findings and to identify alternative avenues for further investigation.

While the primary focus of this project lies in academic research, the findings presented in this suggested study can offer valuable insights for the management of private hospitals in Kenya. Hence, it is hypothesized that the administration of the aforementioned hospital will acknowledge the difficulties that have been raised and initiate efforts to address these challenges. It is anticipated that the management team inside the diverse private hospitals in Kenya will undertake a reassessment of their managerial stance in order to effectively navigate the dynamic healthcare industry in the country.

The study would be of value to the Ministry of Health in terms of teaching individuals in the business sector on the implementation of effective methods to mitigate the impact of factors that influence strategic management. This would ultimately enable businesses to successfully

navigate the dynamic market conditions. The study will serve as a valuable resource for policymakers, providing guidance on the identification and analysis of elements that influence strategic change. This, in turn, will contribute to the development and implementation of more effective change management strategies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter provides a comprehensive examination of the current body of literature pertaining to the contextual aspects of strategic change management and the various elements that exert influence on strategic change inside companies. This section also encompasses the theoretical foundations of the study, together with empirical evaluations derived from prior research on strategic change management.

2.2 Theoretical Foundation of the Study

The field of strategic change management encompasses several theories that aim to elucidate the practices of strategic change management and the elements that influence the implementation of the change management process. This section provides an overview of three prominent hypotheses that serve as the foundation for the study: The Kurt Lewin Model, McKinsey's 7s Model, and Kotter's Eight-Step Change Model are three prominent frameworks utilized in the field of organizational change management. These models offer structured approaches to understanding and implementing change inside an organization..

2.2.1 Kurt Lewin Model

With his unfreeze-change-refreeze or 'changing as three steps' (CATS) method, Kurt Lewin (1947) is largely regarded as the founding father of change management. According to the Theory, the process of effecting change inside an organization entails transitioning from the existing condition to the intended state. Based on the proposed model of change, it is posited that the process of implementing strategic change inside an organization can be delineated into three discrete stages. The initial stage involves the process of "unfreezing," wherein individuals

consciously strive to modify the prevailing practices inside an organization. This entails acknowledging that, in order to enhance the organization, the current state of affairs cannot persist. This step will entail the process of equipping individuals to transition from their existing state of comfort and, ideally, establishing circumstances that foster a desire for change (Lewis, 2014). The bad effects of strategic change can be attributed to various factors, including governmental backing, stakeholder plans, and the associated processes (Hussain et al., 2018). It is crucial for employees to maintain a sense of openness and attention during the change process.

The subsequent phase posits that following the initiation of strategic transformation, the organization must enter a transitional period. In this phase, it is imperative to have effective leadership and consistent reassurance in order to ensure the successful implementation of the change process. The third and final step is the process of "freezing," which necessitates the reinforcement of altered behavior within the organization, both through formal and informal means (Kreitner & Robert, 2007). During this phase, the organization reaches a state of stability, and it is anticipated that the employees will adhere to the newly established norms in accordance with the change process. The change process is influenced by two significant factors: employee resistance (Hon, Bloom & Crant, 2014) and openness to change (Erwin & Garman, 2010). The presence of resistance to change is likely to impact the change process, potentially resulting in unfavorable consequences. Consequently, it is imperative to prioritize and emphasize the willingness of employees to embrace change throughout the change process.

One notable drawback of this strategy is its protracted duration in terms of execution and deployment. Similar to other facets of Lewin's scholarship, his three-step transformation model

has fallen out of favor in academic discourse since the 1980s (Lewa, Muna, & Muna, 2022). This model has been criticism due to its failure to offer a comprehensive framework for leaders to address individuals who exhibit resistance to change. The concept implies that by employing sufficient motivation and encouragement, all individuals will eventually embrace change. Nevertheless, the aforementioned model holds significance in the context of the present study as it expounds upon the need of comprehending the intricacies associated with the three stages of the strategic change management process. Several elements can be identified as influential in the context of strategic transformation (Gudmundsson, 2022).

2.2.2 McKinsey's 7s Model

The McKinsey 7-S model is a comprehensive framework for organizational analysis that collectively dictates the operational dynamics of a corporation. The McKinsey 7-S model encompasses seven distinct elements, including shared values, strategy, structure, systems, style, staff, and skills, which collectively constitute the framework (Cox, Pinfield & Rutter, 2018). The model places shared values at its core, as they represent the fundamental beliefs and principles that an organization upholds, including its mission statement. Strategy encompasses the proactive measures that an organization intends to undertake in response to alterations in its external environment. According to the research conducted by Ez-Zaouine, El Ouidani, and Hajar (2022), a model was developed to identify seven key areas for organizational change. These areas were categorized into soft and hard domains. According to Jalagat (2016), the challenging aspects of organizational management encompass system, strategy, and structure, whilst the more intangible aspects, referred to as the soft areas, encompass skills, style, staff, and shared values. These soft areas are often regarded as fundamental elements of an organization, albeit challenging to effectively manage.

According to Cox, Pinfield, and Rutter (2018), the utilization of the 7S model has been identified as a means to enhance organizational performance, assess the potential impacts of forthcoming changes inside a firm, establish coherence among departments and procedures during a merger or acquisition, and decide the most effective approach for implementing a suggested plan. The model posits that strategy refers to a meticulously devised plan formulated by an organization with the aim of attaining long-term competitive advantage and effectively engaging in market competition. According to Ez-Zaouine, El Ouidani, and Hajar (2022), an effective strategy is characterized by clear articulation, long-term orientation, facilitation of competitive advantage, and alignment with a robust vision, mission, and values.

According to Odeh (2021), shared values play a central role in the McKinsey 7s model within the context of the present volatile economic landscape. Organizational norms and standards serve as guiding principles that shape employee behavior and company actions, forming the fundamental basis of every given organization. The interdependence of elements within an organization is such that any alteration in one element has a consequential impact on all other elements. According to Eriksson and Fundin (2018), this particular model operates under the premise that in order for an organization to effectively achieve its goals, it is imperative that these seven elements are properly aligned and possess a mutually reinforcing relationship. The approach can also be utilized for the purpose of identifying areas that require realignment in order to enhance performance, or to sustain alignment (and performance) in the face of various forms of change. The aforementioned model has received praise for its holistic nature, as it necessitates leaders to conduct a comprehensive examination of all facets of the business that may exert either positive or negative influence on transitions (Schriber & Löwstedt, 2020).

Hence, the model facilitates the identification of elements that influence strategic transformation inside businesses, as outlined by the seven factors delineated in the model. Furthermore, the McKinsey 7-S model can be conceptualized as a framework for identifying the key elements that impact strategic change within businesses.

2.2.3 Kotter's Eight-Step Change Model

The model presented in this study was formulated by Kotter (1995) and outlines a series of eight sequential processes that an organization's strategic change process should adhere to in order to achieve optimal outcomes. The process entails several key steps. Firstly, it is imperative to cultivate a heightened perception of the need for prompt action. This can be achieved by assembling a cohesive and influential collective of individuals capable of collaborating harmoniously to effectuate the desired transformation. Additionally, the organization must possess a well-defined and comprehensive vision that will serve as a guiding principle throughout the entirety of the change endeavor. It is crucial to consistently and repetitively communicate this vision, as doing so reinforces the aforementioned sense of urgency (Lundquist & Haaheim, 2020). After the completion of the aforementioned task, subsequent actions encompass stages five to eight. According to Thu and Thu (2022), additional steps in the process include granting authority to individuals inside the organization to implement the vision, strategic planning by managers to achieve short-term successes, further development of ongoing improvements through the allocation of new projects and resources, and the establishment of institutionalized practices to sustain the adoption of new ways.

Lewa, Muna, and Muna (2022) posited that the successful implementation of strategic change necessitates the integration of strategic, operational, and everyday dimensions inside the business. This suggests the need to move beyond the mere translation of strategic change into

resource plans, essential success factors, key activities, and overall organizational management, and instead focus on effectively communicating the change across various dimensions of the business on a daily basis. One of the disadvantages of this paradigm pertains to its rigidity, as it necessitates adherence to all eight steps in a sequential fashion. The prevalence of this phenomenon may vary between organizations, contingent upon factors such as organizational size and operational scope. Nevertheless, Njagi (2019) observes that certain phases outlined in the process may not be applicable in certain circumstances, as certain transformations occur infrequently and may not necessitate the implementation of all eight processes. The model has additionally been shown to promote an initial surge of vigor, succeeded by the allocation of tasks and the creation of distance. The theory holds significance in the context of this study as it sheds light on the various factors, as outlined in the eight-step process, that might influence the outcome of a strategic change initiative. Hence, it is imperative to take into account aspects that are relevant to augmenting the process of strategic change in businesses, as elucidated by Kotter's eight-step change model.

2.3 Strategic Management Practices

The existing body of strategic change literature highlights many major characteristics that are deemed significant in exerting influence on organizational strategy transformation (Njagi, 2019). These elements can be categorized as either extramural or intramural with respect to organizations. The components of intramural activities encompass various aspects such as the structure, culture, leadership, human resources, as well as the resources and capabilities of the organization. The external elements encompass a range of influences, such as economic conditions, political dynamics, industry trends, technological advancements, and the process of

globalization (Lewa, Muna & Muna, 2022). Nevertheless, the present study is limited to examining organizational aspects.

2.3.1 Organization Structure

The configuration of components and elements inside any organization is unique and serves as a reflection of its current identity, internal dynamics, and communication structure. The concept of organization structure refers to the systematic arrangement of roles and duties, the distribution of power, the provision of supervision, and the coordination of activities inside an organization, all with the ultimate goal of achieving the organization's objectives (Weiser, 2021). Leaders have a crucial role in ensuring that the organizational structure facilitates the seamless exchange of information, promotes effective coordination, and fosters cooperation within different functional domains. The concept of structure encompasses the allocation of roles and responsibilities, delineating who is assigned to perform specific tasks and the corresponding level of accountability. The significance of organizational structure becomes paramount when considering the implementation of strategic planning within a company (Mburu, 2019).

Bruijl and Gerard (2018) believe that the absence of a well-defined organizational structure poses challenges in the successful execution of change initiatives. Various organizations possess distinct structures that directly impact their implementation of strategic transformation. According to Thu and Thu (2022), a centralized organizational structure entails the concentration of decision-making authority in the hands of top management, who possess control over all functional domains. Conversely, a decentralized organizational structure grants decision-making powers to the heads of distinct functional areas, affording them a degree of autonomy to execute procedures and implement activities within their respective domains. Eriksson and Fundin (2018) suggest that the organizational structure exerts a direct impact on the outcome of strategic

change. Hence, it may be argued that the organizational structure has a significant impact on strategic transformation.

2.3.2 Organization Culture

Individuals inside an organization often exhibit behavior that aligns with the tasks they perform, so contributing to the development of an organizational culture. According to Shao (2019), the concept of organizational culture encompasses various elements such as a collective vision, symbolic representations, beliefs, values, customary practices, and established norms within a company. Organizational culture is cultivated and transmitted to incoming members, thereby instilling a distinct set of norms, values, and beliefs that shape the behaviors, cognitive processes, and emotional experiences of all employees inside the organization. Organizations have distinct cultural characteristics that are contingent upon a range of customary activities. Thu & Thu (2022) emphasize the significance of recognizing that organizational culture plays a crucial role in establishing the boundaries of permissible and impermissible behaviors inside an organization. Furthermore, it serves as a determining factor in shaping daily operations and the strategic pursuits undertaken by the business. Eriksson and Fundin (2018) assert that culture has a substantial role in influencing strategy transformation inside organizations. The influence of organizational culture can diminish or substantially modify the intended effects of meticulously planned tactics within a company (Cox, Pinfield & Rutter, 2018). The influence of power dynamics permeates several aspects of organizational functioning, encompassing decision-making processes, the individuals responsible for such decisions, the allocation of rewards, the promotion of personnel, the treatment of individuals, and the organization's responsiveness to its external environment (Schriber & Löwstedt, 2020). Numerous businesses exhibit a lack of

awareness regarding the cultural diversities inherent in their operational contexts, rendering them unable of effectively implementing strategic changes (Gudmundsson, 2022).

According to Lewa, Muna, and Muna (2022), it has been observed that enduring attitudes, vested interests, inertia, and deeply embedded organizational practices persist even after management make the decision to implement a new strategy. Alshumrani (2017) asserts that a deficient analysis of organizational culture leads to a dearth of involvement and backing from important individuals during strategic change. The author further elucidates that the absence of dedication to the process could have detrimental effects on the implementation of strategic change, as individuals who are hostile to the strategy may engage in acts of sabotage or fail to fulfill the necessary responsibilities. One crucial element of the strategic transformation process involves the institutionalization of the strategy, ensuring its integration into daily decision-making and activities in a manner that aligns with long-term strategic success. The extant corporate culture can either facilitate or hinder the achievement of effective strategy transformation (Obonyo & Kerongo, 2015).

2.3.3 Organization Leadership

Weiser (2021) posits that leadership entails the responsibility of an individual to exert influence over others, compelling them to act in a manner that aligns with predetermined objectives, while concurrently fostering unity and consistency within an organizational context. Leaders must possess a range of essential attributes, including values, knowledge, beliefs, ethics, character, and abilities, in order to effectively guide and navigate a company. Leaders are expected to be knowledgeable and trustworthy advisors that can be relied upon by the people that they manage. According to Kiptoo and Mwirigi (2014), leadership is more than simply issuing directives to

subordinates. It involves demonstrating to followers exemplary behavior that they can emulate, as well as instilling in them a strong motivation to strive for ambitious objectives. Leadership styles and talents employed by individuals in positions of authority are prone to vary, resulting in distinct impacts on organizational dynamics. The ability of leaders to effectively provide guidance and direction plays a crucial role in facilitating optimal performance within an organization. Consequently, organizational leadership emerges as a pivotal determinant in driving strategic transformation within an organization.

Mugobwe (2018) posits that in business environments characterized by stability, firms necessitate the implementation of transactional leadership. This leadership approach emphasizes the facilitation of organizational goal attainment through the efficient linkage of job performance to valued rewards, as well as the provision of necessary resources to employees for successful task completion. Enhancing organizational efficiency and creating opportunities for strategic change are key outcomes. According to Mburu (2019), transactional leaders play a crucial role in identifying the specific goals that employees need to accomplish independently. These leaders also assist employees in developing a sense of self-assurance in their ability to achieve these objectives. Furthermore, transactional leaders allocate substantial efforts towards categorizing the requirements and aims of employees.

During periods of strategic change, transformational leadership emerges as a key instrument due to its focus on the human dimension within the business. A transformational leader possesses charismatic qualities that enable them to articulate a compelling vision, establish a clear objective, and instill a sense of pride among their followers. According to Eriksson and Fundin

(2018), transformational leaders are able to inspire individuals by effectively expressing elevated expectations, employing symbolic gestures, and directing collective efforts. Additionally, these leaders stimulate intellectual capabilities by fostering intelligence and reason. Collectively, these factors contribute to the attainment of successful strategic transformation.

2.3.4 Human Resources

As stated by Mburu (2019), human resource management encompasses the strategic design and implementation of specific procedures aimed at achieving organizational goals through the effective utilization of human resources. The effective utilization of human resources is crucial for the successful implementation of organizational strategies and overall performance. Hence, it is imperative for human resources to possess a strong administrative framework and actively engage in strategic planning. Nevertheless, the constraints associated with human resources can be effectively addressed by granting the unit the responsibility of assisting in the monitoring and assessment of implemented techniques. Lewa, Muna, and Muna (2022) assert that firms that align their human resource management system with strategic business goals are able to achieve operational excellence and superior performance.

The initiation of any substantial strategic change inside an organization is contingent upon the alteration of both management and communication styles. Cox, Pinfield, and Rutter (2018) argue that strategic transformation does not pertain solely to alterations in processes, procedures, and technology. The transformation commences with a shift in perspective and alterations in human conduct. Human resources (HR) consistently assumes a pivotal role during the initial stages of significant organizational transformations. The strategic implementation of Human Resource management is initiated by the Human Resources department through a comprehensive

evaluation of its policies and processes. According to Alshumrani (2017), the implementation of strategic changes necessitates the incorporation of novel methodologies within the realm of Human Resource Management. Human resources professionals are required to conduct seminars in order to assess the effects of organizational changes on personnel. Upon completion of data collection, it is imperative to proceed with the presentation and subsequent approval of the change management plan.

In a similar vein, Thu and Thu (2022) expressed the viewpoint that there exists a strong interconnection between strategic human resource management (SHRM) and strategic change. In the context of cross-functional change, it is imperative for Human Resources to assume new roles within its operational framework. There is a need for a rethink of the HR Model and a reevaluation of HR Roles and Responsibilities. The expectations of the upper management have been altered, necessitating a corresponding adjustment in the deliverables expected from the Human Resources department. The Society for Human Resource Management (SHRM) provides HR professionals with the opportunity to develop and enhance their skill sets and competences. Human resource professionals prioritize the implementation of strategic responsibilities that may lack clear definition. It is imperative for them to enhance their proficiency in planning, negotiation, and communication abilities. The organization is required to develop a strategic plan that facilitates the acceptance of strategic change by employees and enables them to effectively adjust to new circumstances inside the firm (Alshumrani, 2017).

2.4 Empirical Review

The notion of strategic transformation has garnered considerable attention among experts in the field of strategic management. Regardless of the circumstances, a study conducted by Billah and

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Mamun (2021) examined the perspectives of academics regarding the elements that influence strategic changes in Australian universities. This study employed a social constructionist perspective and drew upon the intellectual foundations of Institutional Theory. The research involved conducting in-depth interviews with staff members from three different levels within an Australian university. The aim was to gain insights into their perceptions regarding the influential factors that contribute to strategic changes in their operating environment. The research revealed that individuals in academia at various levels had a combination of perspectives about the identification of significant influential elements. These perspectives are not based on their inherent value, but rather on the manner in which senior management has implemented organizational reforms. The research also discovered that the implementation of the strategy, which is grounded in the new business model and has been adopted by the University, has not been favorably embraced by academics at the operational level due to a clash with their conventional beliefs. The study's identification of perception gaps at various levels would provide valuable insights for management in their future strategy creation and implementation processes, particularly in regards to emphasizing the behavioral components of change.

The primary objective of Alshumrani's (2017) study was to identify the many elements that influence strategy transformation within local governments and examine their subsequent impact on organizational performance. The present study specifically investigated the influence of organizational culture and the utilization of multidimensional performance indicators on strategic change. The results suggest that the implementation of strategic change is influenced by various factors, including the presence of innovative cultures, emphasis on meticulousness and stability, and the utilization of performance measurements that encompass multiple dimensions.

Nevertheless, the results indicate that there is no correlation between strategic change and the success of local governments. This study makes a valuable contribution to the existing literature on management accounting in the context of contingency and public management. It offers insights into the influence of organizational culture and the utilization of multidimensional performance measures as contingency factors that affect strategic change. Additionally, it explores the associations between these factors and organizational performance in local government settings.

In their study, Obonyo and Kerongo (2015) investigated the various elements that influence strategic change management and the subsequent performance of commercial banks in Kenya. The study specifically concentrated on the Kenya Commercial Bank located in the Nairobi region. The research study focused on the target population of KCB Bank Limited, which included top management staff, middle management, and lower management staff. The research findings indicate a significant correlation between the organizational culture and its management style and practices. Moreover, it has been determined that the organizational structure provides strategic and operational benefits in the management of change. Additionally, the importance of flexibility has been highlighted as crucial in addressing several uncertainties in the surrounding context. Furthermore, the study claimed that leadership, particularly top management, is arguably the most pivotal factor in a significant organizational transformation endeavor, regardless of the specific setting.

In a study conducted by Frank (2012), an examination was undertaken to explore the current strategic management approaches employed by prominent firms. The individual discovered that

prominent firms exhibit assumptions and thought processes aligned with the organization's objective. These organizations possess a culture that actively welcomes challenges and fosters innovation, which has significantly influenced their perception and interpretation of success. In order to get favorable perceptions and comprehension of its strategic management processes, organizations must establish tight collaborations with the business community. In order for a strategy to achieve success, it is imperative that businesses recognize and prioritize the significance of strategic management practices.

In their study, Dauda, Akingbade, and Akinlabi (2010) investigated the relationship between strategic management techniques and corporate performance within a sample of business companies located in the Lagos metropolitan of Nigeria. The study concluded that the implementation of strategic management methods has a significant impact on the market share of small business businesses in the Lagos metropolitan. There exists a favorable correlation between the adoption and execution of strategic management principles and the financial performance of a firm. In a study undertaken by Njenga (2006), an examination was carried out on the strategic management methods implemented at Mater hospital in Kenya. The adoption of various strategic management strategies by the administrators of Mater hospital has been developed. The hospital possesses clearly articulated vision and mission statements that are effectively disseminated to both internal staff and external stakeholders. The hospital has implemented environmental scanning mechanisms. The annual business plan encompasses key components such as goal and mission statements, scenario analysis, and competitive analysis. The hospital has implemented its strategies by integrating its organizational structure, policies, and staff training.

In a study conducted by Maguru (2011), the focus was on examining the impact of strategic management methods on the performance of Naivas Limited in Kenya. It has been seen that Naivas Limited successfully established its market presence through the implementation of environmental analysis and the formulation of a comprehensive mission, vision, values, goals, and objectives. The implementation of this initiative has facilitated enhanced communication between employees and managers, fostering a culture of forward-thinking and strategic planning for the long-term success of the organization, ultimately resulting in increased profitability. Through the implementation of strategic analysis, Naivas Limited has achieved a deeper comprehension of their competitors' tactics, resulting in a reduction of resistance to change and the effective exploitation of various chances. The company implemented a strategic approach that has established a structured framework for the organization to effectively manage and perform its business operations.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The major objective of the study was to ascertain the elements that influence strategic change at Nairobi Women Hospital, located in Nairobi. This section delineated the methodological approaches and procedures that were employed and adhered to during the course of the research investigation. The document provides an overview of the research design, study population, data collection methods, and data analysis protocols.

3.2 Research Design

The research design employed in this study was a case study approach. The rationale behind this decision is grounded in the understanding that case studies are better suited for investigating the mechanisms through which events transpire and can aid the formulation of subsequent inquiries. The utilization of standardized questions enhanced the precision of measurement by imposing consistent definitions on the respondents. Additionally, it ensured the collection of comparable data from distinct persons, facilitating comparison analysis.

3.3 Data Collection

The primary data utilized in this study was obtained through a researcher-conducted face-to-face interview. A customized interview guide was developed to address inquiries regarding the elements that influence the strategic change process at Nairobi Women Hospital in Nairobi. The researcher conducted interviews with a total of six senior staff members within the company. The individuals that were interviewed included the Chief Operations Officer (COO), Chief Medical Officer (CMO), Human Resource Manager, Finance Manager, Business Development Manager, and Credit Control Manager. The individuals surveyed were actively engaged in the

development and execution of policies pertaining to the strategic transformation process inside the firm.

3.4 Data Analysis

The data that was gathered was subjected to analysis through the method of content analysis. The data underwent an assessment in order to ascertain its utility, coherence, reliability, and sufficiency. The utilization of content analysis was employed due to its ability to facilitate the process of drawing conclusions by systematically and objectively identifying distinct messages and subsequently establishing connections between them and their patterns of recurrence. Previous research conducted by Armule (2019) examined the reaction of the family planning association of Kenya to alterations in its operational context, while Kandie (2020) investigated strategic responses by Telkom Kenya Ltd in a competitive setting. These studies employed the method of content analysis, similar to the approach utilized in this study.

CHAPTER FOUR : DATA ANALYSIS, RESULTS AND DISCUSSION

4.1: Introduction

The research objective was to determine the factors affecting strategic change at Nairobi Women's Hospital, Nairobi, Kenya. Primary data was collected through use of an interview guide and the analysis was done based on content that was captured in the interview guide. This chapter presents the analysis from the interviewees and discussion of the findings.

4.2 Response Rate

The researcher targeted five interviewees in total comprising Chief Executive Officer (CEO), two directors, Human Resource staff and Business Development Manager. These interviewees are involved in the formulation and implementation of policies and strategies regarding the strategic change process in the organization. While collecting data, some of the targeted interviewees were not available over the two months period in which data was collected. Consequently, the researcher replaced them with equally competent persons. In total six interviewees were able to agree for an interview. These were the Chief operating officer (COO), Chief medical officer (CMO), Human Resource Manager, Business Development Manager, the Finance Manager, and Credit control Manager.

Based on the responses, it is evident that the researcher collected 100% of the targeted interviewees and this means the researcher was able to get perspectives of different department – as represented by the participants in the research. According to Bailey (2010) a response of 50% is adequate of analysis and can be considered to be representative. Consequently, the 100% response rate that was realised in the research is adequate to realise the research objectives.

4.3 Interviewees Bio Data

The interviewee biodata plays a crucial role in understanding the context, analyzing data, ensuring validity, and addressing ethical considerations in research. Through the same qualities, the interviewees' bio data contributes to the richness and depth of the findings by providing valuable insights into the participants' backgrounds, experiences, and perspectives. The questions contained in this section covered the academic and professional qualifications, number of years worked, the role played in the change management process and how they are involved in the Nairobi Women Hospital change management initiatives.

On the question of what the interviewees' academic and professional qualification was, the findings suggest that four of them were post-graduate finalist in management and healthcare management. In addition, one interviewee was an Agriculturist with additional professional qualification in human resource. Similarly, the business development manager had pursued a public relations professional qualification which cumulatively helped them perform their duties with less challenges. In relation to their tenure, the results suggest that the cumulative number of years by the interviewees was 25 years with the oldest interviewee having worked for 12 years and the youngest in the hospital had worked for five months. However, the same staff that had the least number of years in the hospital had worked in other hospitals for over 10 years, a position that gave him necessary experience in the health sector.

The researcher also sought to determine the role that the interviewees play in the hospital change management process. From the results, it is evident that all the interviewees play one role or another in the exercise.

The Chief operating officer highlighted that he was involved in giving the overall direction on change management process, initiating the process and being the change agent. A similar role was given by chief medical officer as well as the business development manager who in addition pointed out that they are engaged in re-designing the business development structure such as establishing of the regional marketing officers position, market intelligence, championing change to the senior management and rallying them to support the change in their respective departments. The Credit Control Manager indicated that he was involved in communicating the changes to the other staff in the department of finance, involved in the development of policies and procedures of the change management, as well as monitoring and evaluation of the performance management of the changes. In anticipation of resistance during the implementation of change, the chief medical officer pointed out that he plays a prominent role in managing the resultant resistance through assuring the affected employees and explaining why the changes are necessary.

4.4 Strategic Change at Nairobi Women Hospital

This section of the interview guide was concerned with question that sought to determine the strategic change steps in relations to organization structure, human resource, culture, and the leadership direction that was taken by the hospital during the change process. Similarly, the role of technology in the change process was covered in the section.

4.4.1 Strategic Changes in relation Organization Structure

Organizational structure is one of the internal systems that need to be aligned well during the change management process because it can be an impediment if not well managed. In this section, the researcher aimed in identifying how the organization structure assists in the change management process. One of the changes touching on the organization structure is the use of

resident doctors treating patients as opposed to visiting doctors. The visiting doctors (consultants) were found to be more expensive and thus making the services uncompetitive. The changes to have consultants to come in for critical cases only were pointed to have resulted in positive returns and low cost to the hospital. To encourage the specialist to continue offering their services to the hospital, the hospital initiated a medical processes and protocols that came up with payment plan considering that they were owed a lot of money that had hampered efficient operations in the hospital. Further, to eliminate the bureaucracy in decision making hierarchy, the hospital merged the reporting structure for resident doctors whereby the medical doctors in charge, in the different NWH branches, report directly to the Chief Medical officer rather than reporting to the Hospital Managers and matrons.

In recognition of the changing customer demands, the Chief Operating Officer noted that the hospital has had to re-organize its business support department by reducing the size of senior leadership team from eight to four. This was done by changing reporting lines and merging some role, such as merging the role of Strategy Manager with the CFO Role. In addition, the hospital repositioned its business development staff to report to the Chief Operations Officer rather than being an independent department, Changing ICT to report to CFO (Chief Finance Officer) rather than being an independent department. This was aimed at decentralizing decision making process from the previously centralized structure that limited the agility of the organization to the emergent issues in the market.

As a result of decentralization of services and decision making, the COO pointed out that the hospital has had to review the job description to match with the current roles and responsibilities. A case in point is the changing of the reporting line of nurses from reporting to Chief Quality Officer to the Chief Nursing Officer (CHO). Similarly, the hospital has identified skills that are

lacking with a view to outsourcing the services. This is common in practice in the case of consultants and specialists. In undertaking the changes, the hospital was cognizant of the danger of duplicating roles, which was avoided by ensuring that some critical services were to be referred to the main hospital.

4.4.2 Strategic Changes in relation to Organization Culture

In relation to organizational culture change at Nairobi women hospital, the COO highlighted that continuous organizational culture change is of paramount importance to respond swiftly and effectively to external factors such as market shifts, technological advancements, and customer demands. Similarly, by continuously evolving their culture, organizations can foster a mindset of agility and innovation, allowing them to adapt and thrive in dynamic environments. In addition, the Credit Control Manager pointed out that a culture that promotes continuous change creates an environment where employees feel empowered and engaged, and this in the long run makes them challenge the status quo, and participate in shaping the culture, they become more invested in the organization's success. To improve on the internal relationship between staff and management, the hospital's the Chief Medical Officer noted that,

> *"Reviewed our policies and procedures regarding performance management and methods of communication. Communication moved from whatsapp communication to email communication. Emphasis was placed on work environment by the Board and CEO by sending out a memo condemning harassment in the workplace, escalation matrix of any harassment and email etiquette.''*

The hospital management appreciated that it is not only important to come up with a policy direction on culture change but also to monitor the implementation of the changes and this was done through establishment of an effective monitoring and evaluation, in which monitoring is

done through observation, establishment of communication modes and feedback from customers. Similarly, the use of a balance scorecard (BSC) to monitor the performance review is commonly used in the hospital.

The other notable area that the hospital has registered changes is in decision making whereby in the quest to decentralize the hospital decision making in the satellite hospitals, the organization automated all the branches, as well as focusing its services to MCH (Mother and Child health) as the main service of the hospital alongside other services. Systems drive behaviour, then culture, then value stream mapping which helps in identifying problems and coming up with appropriate solutions. `Through the same change in decision making structure, the hospitals decision making moved to bottom up rather than top-down hierarchy, a strategic move that has resulted to the hospital initiate a proactive rather than a passive decision making, inculcate the spirit of teamwork among the employees and involving the middle level managers in decision making participation.

The HR manager highlighted that the dominant culture change that focuses on employees is aimed at.

"Prioritize what is to be continued and what to be stopped, customer service and training, staff to be engaged in business discussions and also focus to supporting the branches rather than directing units, a move that has enabled satellite hospital managers to make decisions"

To gain support to the culture change, the business development manager noted that the hospital administration has introduced open forums, popularly called 'kamukunji' where all employees are allowed to air out their suggestions without fear of victimization. Through the same initiative, the management was able to identify five critical areas that requires focus in 2022 onwards,

namely, focus on customer satisfaction, accountability, process, adding value to shareholders and deliver on customer expectations. To reinforce the staff and management vision and mission, the finance manager highlighted that during the monthly staff meeting, they test themselves on their understanding of the direction to which the organization is heading to by stating; thus, *"Every month during meetings we do exams on the corporate core values (Company knowledge). This on BSC. (Ten minute tests), marked by exchanging papers"*.

This has helped staff to appreciate the hospital strategic direction emanating from the changes being carried out.

4.4.3 Strategic Changes in Relation to Technology and Human Resource

The hospitals COO noted that the organization has endeavoured to carry out strategic changes in both their technology backed activities and human resources because of the value that they generate, He stated that.

"Technology plays a pivotal role in modern organizations, and strategic changes in technology can have a significant impact on the hospitals efficiency, productivity, and innovation."

In particular, the business development manager reinforced this necessity of implementing an appropriate technology depending on the specific needs of the organization by explaining that by changing the hospital hardware, networks and security systems, the hospital can match the evolving needs of customers, government, regulator, and other stakeholders.

In relation to what technological changes the hospital has initiated, the Chief medical officer acknowledged that their focus has been on identifying existing gaps on the medical equipment and through the same, they have been able to source for new equipment such as CT scan, MRI

and acquisition of new technologies that can facilitate closed surgeries technology rather than open surgeries. To operationalize the same equipment, the hospital through the HR department-initiated staff training in using the new technology, maintenance of the equipment. On some case, the hospital has had to hire trained personnel who are competent in the use of the new technology. To improve the on the slow administration of services during the doctors change of shifts, the CMO pointed out that the hospital.

"Had moved from Manual Doctors' notes to notes in the MIS System/ Prescriptions in the MIS System as well as digitize the Chronic Disease Management- in process and also digitize shift handover notes and referral Process."

Similarly, the hospital has introduced a queuing system whereby customers log in upon entering the facility, except those with emergency cases, and the service is strictly based on a first-in-first-served basis.

"*Queuing system allows for shorter Turn Around time for customers.*"

Apart from the queuing technology adopted to meet doctors, it was also found that the hospital had initiated changes in their technology relating to on-line prescription and booking for appointments. All these technological changes initiated over the last five years are aimed at improving service delivery and thus customer satisfaction.

Regarding the HR function, the manager noted that they had also undertaken changes in their staff management by automating their leave management, online training notifications, and popularizing virtual meetings rather than physical meetings.

4.4.4 Strategic Changes in relation Organization Leadership

Making relevant strategic changes in an organizational leadership is important for driving organizational success, fostering a positive culture, and effectively navigating complex business environments. The COO highlighted that effective leaders establish a clear vision for the organization and provide strategic direction. Therefore, strategic changes in leadership may involve redefining the organization's vision, mission, and long-term goals to align with shifting market dynamics, emerging trends, or new opportunities. All these important functions are affected by the top leadership through the nature of leadership style they adopt, ethical direction and nature of communication and engagement they initiate in the hospital.

The COO pointed out that three of the hospital's top management staff have enrolled for senior capacity building course in a local university with an aim of equipping them to be pro-active in their decision making and consequently be able to sense and seize opportunities in their operating environment. In the same line of argument, the interviewee noted that to foster faster decision making, the organization undertook several top leadership restructurings in the year 2022, whereby;

"Restructuring of Key/Senior leadership e.g. Merging the role of Strategy and Finance Position to Chief Finance Officer, hiring a CEO who has experience in high end hospitals (Nairobi Hospital) and international experience (worked in the US) was initiated with a view to improving organization leadership position".

The Business Development Manager observed that in 2022, the hospital made some organizational re-alignment, in which;

Reposition Business Development to report to the Chief Operations Officer rather than being an independent department, Changing ICT to report to CFO (Chief Finance Officer) rather than being an independent department)

The agility capability of the top organizational leadership was explained by the human resource manager who noted that the hospital's leadership has been prepared to transition from crisis – management to one that is focused on strategy. The HR manager explained that;

In a rapidly changing business environment, leaders need to be agile and adaptable. Strategic changes may involve developing leadership capabilities that embrace change, encourage experimentation, and promote a learning culture. This includes being open to feedback, embracing new technologies, and fostering an environment that supports innovation and continuous improvement. The HR department has endeavored to develop the hospital leaders that are focused towards taking the hospital to a greater competitive level in both the short-term and long-term horizon.

Strategic changes in organizational leadership require careful planning, implementation, and evaluation. By focusing on visionary leadership and development, organizations can foster strong leadership capabilities that drive organizational success and adaptability in a dynamic business landscape.

4.5 Challenges to Strategic Change Management Practices

Implementing strategic change management practices at Nairobi Women Hospital has not been free from several challenges and consequently, the organizations management has had to meander through the process. It's important to be aware of these challenges to better prepare for them and increase the chances of successful change implementation. Several challenges were

highlighted by the interviewees and their impact on the successful strategy implementation varied.

On the question of what challenges have affected the success of strategic change management practices relating to organizational change the COO listed that resistance to change, high employee turnover, failure of the technology and resource limitation came up as the dominant challenges affecting implementation of strategic change in the organization. The business development manager explained that ;

Change disrupts established routines and in the process creates uncertainty and can evoke fear of the unknown. For example, when new satellite hospitals were opened in different parts of Nairobi and other towns, employees raised concern about job security, loss of control, or the perception that the change is unnecessary. To overcome the same, the management had to come up with effective communication, involvement of the employees, and addressing concerns to gain buy-in and support from key stakeholders.

Most of the staff in Senior Leadership are under acting capacity and coupled with more than half of the staff in senior positions being less than 35 years and therefore do not have the wisdom that comes with age and experience. This was found to have hindered the implementation of the strategic change process in the hospital.

The chief medical officer explained that the resistance to change that the department experienced during the automation of the process was that Clinical Officers resisted the movement from Manual notes/Prescriptions to E-notes in the system and E-Prescriptions. This was despite the fact that it was to their benefit.

A lack of adequate financial resources also came out as one of the factors affecting strategic change. The Business development manager highlighted those insufficient resources, including time, budget, and manpower, can impede successful change implementation. Organizational change processes often require additional resources, such as training programs, financial technology investments, or external expertise. The interviewees explained that without adequate planning and resource allocation, the change process may encounter delays, quality issues, or even failure.

The business development manager explained that a lack of leadership support has negatively impacted the implementation of various programs. They noted that;

Without strong leadership support, change initiatives are likely to face significant challenges. Leaders need to communicate their vision, provide resources, and actively participate in the change process. If leaders are not fully committed or fail to provide the necessary guidance and support, it can undermine the change efforts and result in confusion and resistance.

The finance manager explained that the other critical factor affecting the change management process at Nairobi Women Hospital is instability in the leadership structure as well as a lack of proper alignment of the leadership opinions and directions thus negatively impacting the change management process. Without strong leadership support, change initiatives are likely to face significant challenges. Leaders play an important role in communicating the vision, provide resources and actively participate in the change process. The interviewees explained that if leaders are not fully committed or fail to provide the necessary guidance and support, it can undermine the change efforts and result in confusion and resistance.

Traditionally, the interviewees pointed out that there was a deep-rooted Culture where the organization had been focusing on numbers rather than being concerned with value and quality. The focus did not mean quality was poor but there is now a shift from numbers to the quality of care. The general Changes however, have been made without involvement of stakeholders and thus no buy in. i.e. the staff meant to implement the changes did not have buy in. Interviewee noted that some changes undertaken have resulted to confusion among the staff. Similarly, it was noted that the frequent changes have brought confusion among the corporate customers such as the insurance firms. In some cases, the way changes have been implemented resulted in the stakeholders not trusting the organization.

4.6 DISCUSSION

The objective of the study was to determine Strategic change at Nairobi Women Hospital, Nairobi, Kenya. The research interviewed six senior managers in the hospital that were deemed to be involved in the change management process or are affected. The sampling was purposely done. The researcher interviewed the Chief Operating Officer, Chief Medical Officer, Finance Manager, Credit Control Manager, Business Development Manager, and the Human Resource Manager. Since the researcher was able to interview all the targeted interviewees, a 100% response rate was achieved. The interviewees had different academic and professional qualification as well as a cumulative working experience of 25 years in the hospital and over 55 years in the medical industry in Kenya. From the interviewee diversity, as reflected in both tenure and backgrounds, it was concluded that they had the requisite experience and competence to answer the questions appropriately.

O'Connor and Madge (2017) opine that an interviewee biodata is important because it provides the contextual understanding of the problem under investigation by allowing the researcher to

understand the interviewee's perspective, experiences, and potential biases that may influence their responses during the interview. In addition, biodata helps in screening and selecting suitable candidates who meet the research criteria, ensuring a diverse and representative sample. It helps researchers identify individuals who have relevant experiences or expertise related to the research topic (Anderson, Salgado, & Hülsheger, 2010). Through understanding the interviewees' biodata, for example whether from a HR background, medical field, or finances, it will help in understanding the context in which the interviewee's responses should be analyzed. It allows researchers to identify patterns, themes, or variations based on different participant characteristics. Through the same, it also helps in establishing the trustworthiness of the research by providing transparency and accountability in the selection process.

The findings suggest that the change management process in the hospital had been tailored to cover four major areas of its operations, namely; organizational structure, culture, technology and human resources and its leadership. Regarding the organizational structure changes, the hospital had merged several levels and related departments that offer the same services with a view to reducing bureaucracy in decision making process. This finding supports the conclusion arrived by Weiser (2021) who avers that an organization structure needs to be changed from time to time due to changes in customer preferences, technological advancements, industry trends, or shifts in the competitive landscape which may require companies to restructure their organization to align with new market realities. The hospital decentralized its services through opening more than fifteen satellite hospitals that are semi-autonomous. Thu and Thu (2022) stated that by flattening the structure, empowering employees, and fostering a culture of decentralized decision-making, organizations can enhance agility, innovation, and responsiveness to customer needs.

The findings also suggest that organization culture change that was undertaken includes review of policies and procedures, changing communication modes, chain of decision making and improved customer service. In line with the findings by Schriber and Löwstedt (2020), positive and inclusive culture can foster high employee engagement and productivity since an organization that experiencing low morale or declining performance may be necessary to create a more engaging and supportive work environment. K'Obonyo and Kerongo (2015) in a changing operating environment, a culture change can help an organization become more agile, innovative, and responsive to emerging trends and customer needs. Further, as reiterated by the research findings, culture change may be needed to promote inclusivity, and create a work environment that values and leverages the diverse backgrounds, perspectives, and talents of its employees.

Technological and leadership change was found to have been undertaken by the hospital with a view to reducing cost, improving service delivery, and reducing risk. The results show that equipment has been purchased over the last three years with a view to meeting customer demands and match what the organization competitors are offering. As Lewa, Muna and Muna (2022) argued implementing new technologies help in automating repetitive tasks, streamline workflows, and optimize resource allocation. This leads to increased operational efficiency, cost savings, and improved productivity. A good leadership change was also initiated to increase the organizations leadership's ability to anticipate industry shifts, identify opportunities, and align the organization's resources and efforts accordingly.

The results shows that the organization face several challenges in the implementation of its change process ranging from organization structure, culture, human resource, technology, and leadership. Resistance to change by employees came out majorly as an impediment to the change

process. Tidd and Bessant (2020) enumerate the reasons for resistance to change by employees to include fear of the unknown, loss of control, lack of awareness or understanding, past negative experience and lack of leadership support. The findings of the study support this position because a lack of top leadership support and fear of loose of control came out strongly as a dominant factor. In addition, the study found that a lack of adequate financial support to finance the change management process came out as an impeding factor. According to Kuipers et al. (2014), financial constraints result in limited investment in technology and infrastructure, reduced budget for change initiatives, and reduced staffing and resource allocation. In addition, financial constraints have been associated with increased resistance to change from cost-cutting measures and result in longer implementation timelines.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMENDATIONS

5.1 Introduction

The summaries of key findings, highlighted conclusions drawn from the findings and policy recommendations that are made are presented in this chapter. The conclusions and recommendations drawn emanate from the findings of the research that sought to establish factors influencing strategic change management practices at Nairobi Women's Hospital.

5.2 Summary

The research was a case study with the targeted interviewees being those organizations employees' that are perceived to be knowledgeable on policies and strategies concerned with the change process in the organization. The participants in the interview were Credit Control Manager, Chief Operating Officer (COO), Chief Medical Officer (CMO), Human Resource Manager, Business Development Manager, and the Finance manager. All these interviewees acknowledge that they have and continue to participate in the various forms of strategic change process that are currently taking place as well as management of resistance from employees on changes that might be affecting their day-to-day work.

Different changes were highlighted that affected the organization structure, culture, technology and human resources and organizational leadership. In relation to changes in organization structure, the hospital had replaced visiting doctors with resident doctors in majority of their hospitals and all satellite hospitals, with a resultant cost reductions and improved customer satisfaction. The visiting doctors (Consultants) only attending to patients on a case-to-case basis rather than full time. This has been necessitated by decentralising of service to various regions

and only referrals are attended at the main hospitals. The hospital has embarked on a continuous culture change among its employees with an aim of increasing their adaptation to the dynamic business environment. The culture change involves increasing the number of employees that handle discretionary expenses and this has increased their organizational commitment as captured by low employee exiting the organization. Involving staff in consultations via weekly informal meetings, dubbed 'kamukunji', through which the management was able to garner information relating to customer satisfaction, accountability, process, adding value to shareholders and deliver on customer expectations.

The findings reveal that technological changes are other changes undertaken by the hospital to meet evolving customer needs. This has involved acquisition of new machines and training of staff to operate the machines. This is aimed at improving organizational and human agility with an aim of transitioning from crisis to a proactive focused strategy.

The results also reveal that in undertaking the cultural, technological, structural and leadership changes, the hospital has faced several challenges. Notable challenges include resistance to change, high employee turnover, failure of the technology and resource limitation. A lack of adequate financial resources came out as a prominent challenge that has impeded the implementation of various changes highlighted by the organization. In addition, the organization leadership structure came out as another challenge that affects the change management process in the organization. It was highlighted that without strong leadership support, change initiatives are likely to face significant challenges. Leaders play an important role in communicating the vision, provide resources and actively participate in the change process.

5.3 Conclusion

The study found that the hospital had decentralized its services to satellite regions as well as adopted a much flatter organization structure to facilitate faster decision making, improve communication and organization agility. From this finding, it can be concluded that flatter structure reduces the number of management layers and empowers employees to take more ownership and responsibility. Similarly, decentralization allows individual units or teams to make decisions based on their expertise. This promotes faster response times and fosters innovation at various levels. Decentralization of services enhances collaboration between departments and fosters innovation through diverse perspectives.

In relation to the organizational culture, the study found that there has been deliberate move to have staff from diverse cultures. Therefore, the organization should work in creating a more inclusive environment that values diverse perspectives and backgrounds, leading to better decision-making and overall organizational performance. The organization has also endeavored to improve its agility and therefore to foster this culture, there is need to align its values to continuous learning, adaptation, and experimentation, which is vital in rapidly changing market conditions. Automation has been integrated into various aspects of businesses, ranging from customer service and supply chain management. This has resulted in increased efficiency and productivity. While undertaking automation of services, it is important that the data privacy is maintained.

5.4 Recommendation for Policy

The findings suggest that there is resistance to change in the organization structure. A change management policy should be updated as the change program is being undertaken addressing how changes are identified, evaluated, and implemented, as well as how resistance and

challenges are managed. Further, there is a need to ensure that employees are informed about the reasons for the changes, the expected outcomes, and how their roles may be affected. To counter resistance to changes registered, it is recommended that the organization's communication policy put in place a transparent and effective communication system during times of change. This should cover timely updates, two-way communication channels, and addressing employee concerns.

The findings reinforced the importance of organizational leadership in the change management process. It is recommended that leadership development is strengthened and succession planning policies to identify and groom leaders who can effectively lead and support the organizational changes. Nurture a culture of leadership development and mentorship to ensure continuity and stability during transitions. The finding also highlighted the important role of technology in changing the organizations process. Consequently, it is recommended that an IT policy is developed that addresses the integration and adoption of new technologies required for the organizational changes. It is recommended that the technology initiatives are aligned with the overall strategic goals and that data security and privacy measures are in place.

5.5 Limitations

The scope of the study was limited to Nairobi Women Hospital, and this implies that the findings should not be generalized to other industries or sector players. The operations of hospitals, more so, private hospitals are not the same as that of public hospitals and thus the finding should be applied in the context of this limitation. Similarly, the research was only limited to parameters that organization change was focused on, namely; structure, culture, leadership, Human Resource, and technology. However, there are more dimensions of change in the organization that should be pursued.

The research methodology adopted was a case study and hence was not able to establish the causal effect to such organizational outcomes as performance, competitive advantage, and success. The researcher targeted six interviewees which limits the answers provided since only a single cadre of staff was targeted without considering stakeholder views. However, despite the limitations of the study, the findings of the study are useful for management practice and policy decision in both the health sector and other sectors where changes in operations are being witnessed.

5.6 Recommendation for Further Studies

Based on the research limitation, it is recommended that a longitudinal study is undertaken to examine the long-term effects of organizational changes on various aspects, such as financial performance, employee satisfaction, and customer loyalty. Understanding how these changes evolve over time can help organizations make more informed decisions about their strategies.

Being cognizant of the influence of leadership in organizational change process, it is recommended that a study be carried out to examine the effective leadership styles and behaviors during times of technological transformation with an aim to investigate how different leadership approaches impact employees' acceptance of new technologies, their motivation, and overall organizational outcomes.

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APPENDIX I: INTERVIEW GUIDE

The interview guide will seek to determine how factors affecting strategic change at Nairobi Women's Hospital, Nairobi, Kenya

SECTION A: General Information and Bio Data

1. What are you academic and professional qualifications?

2) For how long have you worked in the organization?

3) What role do you play in the change management process?

4) How are you involved in the change management process at Nairobi Women Hospital?

SECTION B: STRATEGIC CHANGE IN THE ORGANIZATION

5) What strategic change steps have you undertaken in relation to the organizational structure?

6) What strategic change steps have been carried out in relation to organizational culture?

7) What strategic change steps have you undertaken in relation to technology adopted in the organization?

8) What of organizational leadership, what strategic changes have been undertaken?

SECTION C: CHALLENGES TO STRATEGIC CHANGE MANAGEMENT PRACTICES

9) What challenges have affected the success of strategic change management practices relating to organizational change?

10) How has the implementation of organizational change been affected?

11) How has strategic change on technology adopted in the organization been affected?

12) What challenges have been faced by the organization while implementing change in the organizational leadership?

THANK YOU FOR YOUR TIME