

**INFLUENCE OF STRATEGIC AGILITY ON THE COMPETITIVE
ADVANTAGE OF PRIVATE HOSPITALS IN NAIROBI COUNTY**

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DECLARATION

This project is my original work and has not been presented for examination in this or any other university.

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This project has been submitted for examination with my approval as a University Supervisor.

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DEDICATION

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ABSTRACT

For contemporary firms, agility is an imperative for success as they face unprecedented time-to-market pressures, globalization and extra-ordinary competition. Companies need to be able to identify and seize possibilities quicker than their competitors do to attain enhanced agility. Kenya's private hospitals are the most distinguished businesses in the East African region, evident by the sporadic changes being undertaken by various private hospitals in Nairobi and the numerous approaches, both systemic and technical changes they have incorporated to stay competitive. This study engrossed on investigating the influence of strategic agility on the competitive advantage of private hospitals in Nairobi county. A descriptive research design was used on the research study. The population for this study comprised of 49 registered private hospitals in Nairobi county and the study took a census approach to collect data. In the private hospitals in the study, data was collected using a questionnaire as the primary data collection tool, from the branch managers or operation managers. The quantitative data was coded so that the answers can be grouped into various categories. Using SPSS software program (version 21) to evaluate the research findings, the structured data was interpreted as averages and standard deviation to objectives. The researcher found out that adoption of efficiency improvements is a total quality management agility strategy adopted by most of the private hospitals influences to a very great extent competitive advantage. The study findings also established that most companies are flexible and easily adopts to changes in the environment and also that their customers choose the organization for its services, order to adjust its competitive advantage. The study concluded that agility strategies affect competitive advantage of private hospitals in Kenya. The study further concluded that private hospitals have put in place four major agility strategies namely; innovativeness, operation dexterity, total quality management and resource fluidity in order to improve competitive advantage. It was clear that efficiency improvement adoption is a total quality management strategy that influences the competitive advantage of private hospitals to a very great extent. The study finally concluded that private hospitals are flexible and easily adopts to changes in the environment and also that their customer choose the organization for its services, order to adjust its competitive advantage.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

For contemporary firms, agility is an imperative for success as they face unprecedented time-to-market pressures, globalization and extra-ordinary competition. In today's rapidly evolving and increasingly worldwide company setting, barely any firm is secure anymore from competition. In today's economy, nearly all businesses work in precarious and vibrant competitive settings. There exists many springs of change resulting from factors such as enhanced worldwide competition, decreased lead time and product life, demand variety and fresh techniques (Khoshnood & Nematizadeh, 2017). Conventional long-term strategic planning and the strategic approaches that would be unchanged aren't bases of competitive benefit anymore, as there is no surety in most sectors about the development of the company setting and what it will be like in the future (Doz & Kosonen, 2008).

Companies need to be able to identify and seize possibilities quicker than their competitors do to attain enhanced agility. According to Salih and Alnaji (2014) it includes carrying out a thorough evaluation of the key players in a business entity's external environment: vendors, consumers and competitors. They should consider offering consumers value-added goods as their core competences by focusing on improving reliability, versatility, cost effectiveness, creativity and marketing speed. They should be able to assess and identify fundamental factors required for tensile strength in a given area of sector expertise as the change today is rapid and dynamic, resulting from several difficult to foresee and unpredictable structural interactions.

This study was moored on the Resource-Based View of the firm which recommends that execution of a firm is steered by the asset profile of the firm while the seedbed of predominant execution is seen in the ownership and arrangement of specific assets that are hard to imitate. The study was also be anchored on dynamic capabilities theory and game theory. The theory of dynamic capabilities scrutinizes how companies integrate, construct and re-engineer their inner and external company-

specific skills into fresh skills that suit their turbulent environments. (Teece, Pisano & Shuen, 2010). The theory of games, on the other side, is concerned with the forms in which strategic connections between rational players generate results with regard to those players' preferences (or services), none of which could have been designed by any of them. (Roth, 1996).

The private hospitals in Kenya are most diversified businesses in the East African region. This is expressed in the sporadic improvements being introduced by various private hospitals in Nairobi, as well as the different approaches and organizational and technical changes they have used to remain competitive. So as to tackle all the effects of a firm efficiently to enhance profitability, managers come up with planned systems they anticipate will help the overall position of the company in its competitive surrounding (Lagrosen, 2013). More studies are needed to explore the different strategic strategies that private hospitals in Nairobi can take to address the true challenge of velocity and complexity while building their core competency.

1.1.1 Strategic Agility

Strategic agility is described as a company's capacity to reinvent itself on the basis of its approach due to business environment differences (Phillips & Moutinho, 2018). E-Cunhaet al., (2019) says that according to him, strategic agility is learning to create quick switches and be able to convert and rebuild the company without dropping momentum. Strategic agility will allow businesses to deliver the right products and services at the correct place and time and at the precise price.

By contributing to economic growth, manufacturing companies and indeed all strategically agile companies can make an immense contribution to achieving the Millennium Development Goals (Khoshnood & Nematizadeh, 2017). Strategic agility is the capacity to exploit valuable resources to switch on a dime, delivering the right product at the correct price, wherever. This manner of agility requires a firm to 'surpass manufacturing limits' to initiate fluid processes. Strategic agility therefore needs a company to transform an organic, accelerated leaf from a mechanistic operating machine to a knowledge plant. Therefore, to attain strategic agility, we can see the development of knowledge as the utmost significant

organizational strength. This aligns with the company's knowledge-based view, which argues that a company's most significant and strategic resource is its knowledge base.

Agility was defined as the capacity to survive and flourish in a competitive atmosphere of steady and erratic change by reacting effectively to altering markets in a speedy manner, driven by customized products and services. Building strategic agility in companies is a way for companies to handle unanticipated modifications and hazards (Khoshnood & Nematizadeh, 2017). Agility is considered a strategic technique for all organizations and in order to remain competitive, all businesses must be versatile in their operations. Height, flexibility, sensitivity and skill are the four key elements in the theory of agility. Through combining resources and implementing expertise in creating products that satisfy the needs of customers in a unpredictable environment, these key elements can be implemented and incorporated. Agility is also identified as an important tool of existence for companies that function in a dynamic, volatile and tumultuous world to stay competitive and prosperous.

The term agility was used in studies by researchers in 1991 for the first time at Li High University to explain a flexible system of production which has all the required competences to meet the constantly changing demands of the marketplace and how it can react to the demands of clients in time. Wide-ranging study on the literature of agility demonstrates that a nimble organization can succeed in a competitive market setting through its abilities of flexibility, competence, responsiveness and speed in order to reach competitive advantage (Li et al. 2006, Yusuf et al., 2012; Sharifi, zhang, 1999).

Shahaei & Rajabzadeh (2005) indicate that flexibility is a firm's ability to acclimatize and adjust its components that include process, workforce and equipment, to achieve distinct organizational goals with similar facilities. Competence indicates the organization's ability to meet its goals efficiently and effectively. It involves wide-ranging capabilities that provide backing to the productivity of actions to achieve the set goals. Otherwise said, competency is an organization's ability to effectively utilize the existing resources to its own advantage (Kettunen 2009; Sharifi, & Zhang, 2001)

Responsiveness denotes the multiplicity of responsive measures that a firm can make with effortlessness, speed, and expertise upon detecting opportunity and threat in a business environment (Roberts & Grover, 2012). Therefore, while detecting capability stimulates knowledge of the business environment, responsive capability rallies and transmutes resources to react to the opportunities that it detects (Gattiker, Chen, & Goodhue, 2005).

(Sherehiy, Karwowski, & Layer, (2007) argue that strategic agility puts a strong emphasis on speed, which is an integral quality in a dynamic environment. Speed involves the quickness of identifying and responding to opportunities and threats. This includes the quickness to see and interpret events and evaluate the costs to the organization, the quickness to survey options and narrow down on actions to undertake and the quickness to enact the appropriate responses.

1.1.2 Competitive Advantage

Kumar and Pansari (2016) illuminates that an organizations capability to work in many different ways that the opponents will not and can never copy is what is termed as a competitive advantage. So as to profit in creating an everlasting competitive advantage, an organization must try by all means to give what the buyers term as of great value. This is either a product with very high quality at a low price, or one that has value for more. Namada (2018) illustrate that competitive advantage embraced by an organization has a cycle with three levels of: a period from building a consistent time provides an organization with time to gain normal profits and recapture investments that are made to build the profits and reducing time where the competitive advantage caught by the organization is reduced because of replication, copying, advanced technology and hit backs by competitors.

A specific competitive advantage on competitions in one way of rivalry helps the organization to serve better the consumer in a specific manner. So as to attain great results, mostly continuous great results; an organization frequently requires many competitive advantages. Defeating opponents on many different ways is important for

the triumph of a firm. Predictably, great organizations mostly succeed in many ways. Banking only on any person is an advantage, even the specific one, might carry the organization through momentarily. Building a collection of many growing competitive advantages and repairing such collections in a timely fashion, still, will probably make constant great performance more gladly achievable (Namada, 2018).

A firm can pursue either differentiation, price leadership or niche strategies' to reach competitive advantage over others (Porter, 1998). In cost leadership, a firm is capable of producing a product or service at a reduced price than its rivals. If the firm is capable of producing a similar product of quality but sell it for a lesser amount this delivers them a competitive advantage compared to other firms. A differentiation strategy is when a business' products or services are dissimilar from the competition. In his book, Michael Porter suggested making goods or services that are different and stand out from those of competitors. If clients see a product or service as distinct from others, they are prepared to pay much more for these advantages. Focus approach emphasizes the firm's ability to target a few markets instead of attempting to target everybody. By thinning the market (niche) to lesser sections, businesses can satisfy the consumer's requirements. Porter intimates that it is imperative not to use all three strategies as there is a high likelihood that firms will appear as not achieve any strategies, instead of achieving success. When businesses are able to discover the ideal price-quality equilibrium, it generally translates to a successful product or service. This study will use Porter's three generic strategies as a measure of competitive advantage.

1.1.3 Private Hospitals in Nairobi

The health function is critical to any nation's well-being and prosperity. The manner in which the health sector is run largely determines how effective service is delivered. The health care system in the country is organized in a stepwise way to refer to a greater level of complex instances. Private and church-run units fill system gaps (Nderitu, 2016). The composition is therefore: clinics and medical centers, community hospitals and nursing homes, district and sub-district hospitals, provincial, national and private hospitals. Kenya has a broad system of private healthcare provisions, from little neighborhood facilities, to enormous, high-rank

emergency hospitals. Private healthcare facilities can be great, with little but present-day health facilities and well-trained medical personnel.

Kenya's private hospitals are in the business of making money for social activities. The private sector is enormous and has a significant opportunity in most parts of the country to improve people's health. They make sure they have the right doctors to provide the treatment they need. The private sector has almost 70% market control over physicians and it restricts patients because only those who can afford private costs are able to access the services. Hospitals are concentrated primarily in urban areas with most hospitals in Nairobi.

Kenya's private hospitals are regarded as being developed and are an important component of patient care. According to Maloba (2018), at least 47% of Kenyans seek to use private facilities when they become ill, and the importance of their involvement in hospitals is seen by the government, which has sought to ensure that the private sector is developed as we move towards achieving Vision 2030. It plays a major role in providing health care services and improving efficiency and providing better quality health care. The sector helps boost the quality of its services as it lines up with the public sector. Private sector reforms have helped to improve development, which has seen it as an option in ensuring successful service delivery. The sector's growth is propelled by declining public hospital quality and lack of resources. There are more than forty known private hospitals in Kenya located in Nairobi. Kenya's health system is heavily affected by the available private hospitals, but many who have access to the hospital are participants of a scheme in their various workplaces. It is known that private hospitals are short stays because they do not urge long stays. It is evident through the pricing of the different services that they offer. The review of fiscal year 2018 shows that 4.6% of the GDP is spent on health expenditure. There are innovative approaches to ensure that vulnerable people in the private sector have sufficient access to medical care, but their implementation is far from being accomplished because of the costs involved.

1.2 Research Problem

Global business strategy is currently being driven by knowledge which leads to firm competitive advantage (Al-Romeedy, 2019). The competitive advantage is gained through product and process innovation, quality products, quality service delivery and flexibility of mind in adjusting to environmental changes. According to Kumar and Pansari (2016), today's world's companies are facing major turbulence in their environments owing to ever-changing competition, modifying technology, unstable demand and supply chain disturbance triggered by artificial or natural adversities among others. A company's operations can be paralyzed by high rates turbulence in its environmental, referring to a company's uncertainty and dangers. Therefore, strong focus should be on uncertainty handling and risk reduction. Companies that have the ability to be receptive to clients' shifting, different and flighty requests while keeping back-end dangers at a minimal level, to deliver disturbances can always be viewed as being deliberately coordinated. Mburu (2007) asserts that the flourishing of private hospitals in urban locations has been characterized by a shortage of medicines, a shortage of essential supplies and long delays in public hospitals due to a reduction in government funding combined with an increasing population, as well as the rural centralization of mission hospitals, and the noticeable lack of scaling up of their operations due to declining donor and church support. Kenya's hospitals operate in an atmosphere that over the past two decades has seen profound changes. In a setting of competitive pressures, private hospitals in Nairobi operate offering similar services and targeting similar audiences.

Strategic agility is concerned with the making and maintenance of a competitive advantage in every arena of business (Callen et al., 2016). The private Hospitals in Kenya has heavily invested in hospital equipment as well as information systems to manage patients and support systems over the past years. New facilities in hospitals have been emerging, with improvements in testing technologies and new treatment options, this has seen invested in ultra-modern laboratories, neuro, dental, eye care facilities and recently the hospital invested in an ultra-modern heart and cancer centre to provide quality cardiology and oncology services that include dedicated cardiac operating theatres, three distinct ICUs'(intensive care units), one for open heart

operations and modern radiation treatment equipment for cancer treatment. The private hospitals also offer teaching that supports research work in health care industry. These strategies of investments are meant to enhance the competitiveness of the private hospital in Kenya. Thus, this study sought to examine how strategic agility influences competitive advantage of Private Hospitals in Nairobi.

Globally, empirical research has indicated that there exists affiliation between influence agility and competitive advantage. Khoshnood and Nematizadeh (2017) studied strategic agility and its effect on the competitive capabilities, the results pointed at a significant impact of strategic agility on the competitive capabilities. Further, Salih and Alnaji (2014) when studying the effect of strategic thinking and strategic agility on strategic performance, established that strategy agility is a pragmatic practice that gains returns in strategic performance. Al-Romeedy (2019) explored Egypt air's strategic agility as a competitive advantage in airlines. The findings showed that Egypt air is an agile company. Results also stated that strategic agility significantly impacts the competitive advantage in Egypt air, where reliability of delivery is significantly affected, followed by innovation, then flexibility of processing, quality of service and lastly cost leadership.

In Kenya, Maloba (2018) did a study on Internal Environment Impacting Private Hospital Performance in Kenya. The study results indicated that human resources, ICTs integration, service quality and drug supply influenced patients' satisfaction in private hospitals in Bungoma County. Callen et al., (2016) also researched on connection between strategies of competition and performance in private hospitals in Kisii County and a positive affiliation between performance and strategies of competition of private hospitals. Further, Nderitu (2016) studied the service superiority and performance of private hospitals in Nairobi County. The study found that there was a strong significant positive correlation between superiority of service and private hospitals performance. It went ahead to establish that a unit increase in service quality increases Private Hospital Performance in Kenya. The study also established that employees of private hospitals in Kenya; are continually enthusiastic to support customers, give prompt and efficient service, tell exactly when services will be performed, and they are never too busy to respond to customers' requests.

There is little, if any, research on whether strategic agility influences the competitive advantage of private hospitals in Nairobi to the extent of the authors' knowledge. At the moment, there is little rational proof in the writings connecting strategic agility to competitive advantage of private hospitals in Nairobi. It offers a reasonable way of filling the gap left by other researchers. The study focused on influence of strategic agility on competitive advantage of private hospitals in Nairobi which leads to the question; what is the influence of strategic agility on the competitive advantage of private hospitals in Nairobi?

1.3 Research objective

The objective of this study is to establish the influence of strategic agility on the competitive advantage of Private hospitals in Nairobi.

1.4 Value of the Study

From a theoretical point of view, this research will be of significance in providing data on agility strategies and competitive advantage. The findings and suggestions reached will be a helpful theoretical basis on the competitive advantage impact of strategic agility. The research is also intended to add value to researchers and academicians because it will contribute to the literature on the link between agility strategies and the competitive advantage of private hospitals in Kenya

From a practical view, in order to realize competitive advantage, the outcomes of this study will provide valuable information to promote the managing of private hospitals in regards to concerns of agility strategies. Findings will be used by private hospitals in developing their strategies and improvement on services offered to their patients. It also will enable existing private hospitals to identify areas of improvement in their operations that can result in increased profitability through increased revenue or through reduction in operational costs.

The study will provide useful information to the Kenyan government, state agencies and regulators to devise well thought policies and programs that will aggressively encourage the innovation and sustainability of the private hospitals in the Kenya. Hospital sector policy makers that include the Ministry of Health, for profit private

hospitals and mission hospitals based on faith. The research will provide credible policy and planning data

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter examines the theories on which this study is based on. The relevant theories include; resource-based theory, dynamic capability theory and game theory. The chapter also examines strategic agilities that influence the competitive advantage including the Organizational Innovativeness, Operational Dexterity, Total Quality Management and Resource fluidity. The chapter concludes with empirical studies, where data has been collected on strategic agility.

2.2 Theoretical foundation

This segment cross-examines the theoretical framework of the study by reviewing in particular, the resource-based theory, the dynamic capability theory and game theory.

2.2.1 Resource Based Theory

The Resource-Based Theory assumes that the company's resources are deemed key-ins in the process of manufacturing. A capability is the potential to execute a specified job of an operational activity for a set of resources. Each company is a set of distinctive resources and capacities that form the groundwork of its strategy and the principal spring of its income. An organization is an array of changing capacities in the hyper-competitive landscape of the 21st century that is dynamically managed in the search for above-average incomes. Thus, variations in business performance over time are mainly defined by their outstanding resources and capacities, as opposed to the structural features of an industry (Porter, 2008).

Barney (1986) argues that a firm is likely to obtain competitive advantages by analyzing data around the assets it already controls. He further argues that organizations should exploit and maximize the variations in their reserve capabilities, capacities and competences as the basis for policies designed to obtain competitive

advantage in the industry, since the core of competitive strategy is to exploit the distinction. For a firm's resource to have the possibility of competitive advantage, (a) it must be extremely valued, in that it exploits opportunities and/or neutralizes risks in the firm's setting, (b) it must have an indicator of rareness among the present and potential competition of a firm, (c) it must have non imitability, and (d) there can't be strategically alike replacements for this resource that of quality, but not either uncommon or cannot be imitated (Barney 1991). In addition, the size of the competitive advantage owed to a certain resource is a product of that resource's ability either to help reduce the company's cost structure or to differentiate the company's total market offering and to establish its uniqueness vis-à-vis its rivals. The resource-based (RBV) critiques include: the problem of circular logic as most of the gaps of resource-based theory such as value, the issue of circular reasoning continues essentially conceptual and yet to be exploited in empirical research. Furthermore, considering the lengthy period often dedicated to the growth of organizational assets into capacities, core and unique skills, it is not simple to adapt them to altering situations (Newbert, 2008).

2.2.2 Dynamic capability theory

Dynamic capabilities are the capacity of the organization to assimilate, construct and realign inner and external capacities in order to address quickly evolving environments (Teece et al., 1997). The concept of dynamic capabilities involves how the enterprise creates, distributes new information, integrates new understanding into new products or services and introduces it on the marketplace (Augier & Teece, 2008). Additionally, the approach makes an attempt at discovering how shifts around the globe are probable to lead in changes in organizations and pursues how firms can form their surrounding and advance their capabilities (Augier & Teece, 2008). The model views a strategically agile firm as that which is able to re-align its daily routines to match the changes in the macro-environment.

Eisenhardt & Martin (2000) intimates that the opportunity for competitive advantage lies in using complex resources faster, more skillfully, and more fortuitously than the

competition, to build beneficial asset structures. It is a desire shared by both health care reformers and hospitals to decrease expenses while enhancing medical and surgical results quality. So even if hospitals were able to feel the need for quicker visits to clinics, they would still need to create the capacity to more efficiently seize the chance. The reinforced hierarchical structures that slow down decision-making are a primary challenge for hospitals. Most hospitals for instance, still hinge on one individual - the hospital's CEO, who are several layers removed from desk staff, to approve all considerably important decisions. Dynamic capabilities often emerge throughout the organization from entrepreneurial leadership. Another related theory supporting the dynamic capability model is the behavioral theory and transact cost theory by Barney, 1991; Penrose, 1995; Wernerfelt, 1984, which attributes the role of dynamic capabilities to operational capability.

2.2.3 Game theory

Game Theory provides a multi-leveled analysis tool that elucidates the strategic options of characters by revealing the linkage between their intentions and their actions. A player is an individual or group of individuals making a decision (Osborne, 2002). All players create opinions based on evaluating what other players can do, selecting the best response provided those views, and adapting the best reactions until they are equal. Sometimes these assumptions are violated, meaning that not all players behave in difficult situations rationally (Camerer et al., 2001). The fundamental hypothesis behind Game Theory indicates that those who choose are strategically reasonable and are of strategic reason. They are conscious of their selections and willingly choose measures to take, after an optimization phase (Osborne & Rubinstein (1994). The key to this hypothesis is that the payoff of one player depends on the other player's approach. The game defines the identities, preferences and accessible strategies of the players and how they influence the result.

Therefore, when deciding or opting on a strategy to implement, firms must first contemplate other people's potential choices and benefits, knowing that while making their choices, other firms are prone to think about your strategy and take it into

account. This understanding, quantified by computations of payoff, allows a company to formulate its optimal strategy. A properly designed game can significantly reduce business risk, produce useful competitive insights, enhance internal coordination of decisions, and optimize strategic utility.

This hypothesis is not without its limitations, which should be acknowledged at the strategy formulation process; the first is a notion that players behave rationally, and in their self-centeredness, which is not always the case. Second, players act strategically and consider their actions ' competitive responses. Our understanding informs us that not every choice or response is based on a strategic perspective. Lastly, this theory is most efficient where executives comprehend each of their actions ' anticipated beneficial and negative payoffs. In fact, most businesses often have insufficient understanding of their own payoffs, let alone those of their competition.

2.3 Forms of Strategic agility

For the most part, associations use readiness empowering agents to achieve the coveted inventiveness level, enabling them to procure and hold the vital dexterous aptitudes (Laschinger et al, 2010). The drivers are the main variable of the need for agility; the abilities are the reflector of the hierarchical ability to deal with the progressions and are regarded the basis for supporting and advancing spryness (Ahmad & Loav, 2014)

2.3.1 Organizational Innovativeness

Innovativeness alludes to a firm's ability to lock in in advancement; that's, to present new items, processes or administrations within the organization (Damanpour, 1991; Hult et al., 2004; Wheelwright and Clark, 1992). An invention can be a new type of product or a new way of servicing clients, a new production process, a new structure, or a new administrative scheme. An inventive firm's rivals and consumers find it capable of using the newest equipment and introducing new goods or services promptly. Development and progress recognize an imperative role in countries ' money-related change in the light of how inventive organizations, through the commercialization of their creative job outcomes, give new and non-existent

consideration. Furthermore, the same organizations receive an important part of the late consideration (Galbreath, 2005). Therefore, they fundamentally create prosperity for themselves, their own nations, and the global economy. The paradigm of knowledge management is about building systems that integrate the most sophisticated aspects of technological resources with vital human response and choice-making inputs (Raisinghani, 2000). Changes in technology may create new opportunities for product design, commercialization, manufacturing or supplying, and the provision of support services. New found sectors are realised when changes in this technology makes a new product viable (Porter, 1990) Headway joins both the organization of things and the improvement of the course of action. Progressions are things that are seen to be innovative by both the inventor and the consumer; the last consolidates equally end-customers and wholesalers (Noble and Gruca, 2006).

The most imaginative companies participate in an ongoing scan for better products, administrations, and techniques to do stuff. They are constantly trying to update their internal capabilities and resources. A country's total creative limit is derived from its organizations' aggregate inventive limit (Wairimu, 2012). The more creative companies a country has, the more grounded the upper hand of that nation. Development also advances effectiveness, the yield estimate provided by a job or capital component. The more productive an organization is, the more it uses its resources efficiently. The more profitable a country's organizations are, the more productive the nation uses its agencies (Knight, 2007). In view of the global markets driven by fresh technology, organizations have extended their use of revolutionary developments and their growth efforts (Regnier, 2009). In the financial administration showcase, the undeniably aggressive climate has given weight to the creation and use of elective conveyance channels.

Most organizations are currently facing extraordinary challenges in their current focused environment in view of the progressions and new administrations having become the basics for showcasing and keeping in mind the ultimate goal of confronting these difficulties, organizations have begun to develop advertising and innovation that incorporates the creation of new administrations. To transmit privacy

administrations to customers and to advance those administrations and transmit them to customers in the perfect time and location since speed and time have become essential in the field of money-related administrations and rely on the growth of the world of competition in in order to transmit the finest products and administrations to gain an upper hand and gain customer allegiance (Skinner, 2009).

2.3.2 Operational Dexterity

Light-footed organizations have found the specialty of acing many-sided value in untold habits. They are advancing functional systems for tremendous speed and flexibility. They are installing well regarded unpredictability to make new items, administrations, and client associations that convey more prominent esteem. Furthermore, they are conscientiously in view of how best to exploit global efficiencies while nurturing to nearby wants (Barney, 2001). Coordinated organizations are exceedingly capable on the grounds that they must be. To rearrange processes and items and finish with speed, organizations ought to be coordinated. Noteworthy add-ons can be accomplished through business arrangements that enhance forms that traverse venture limits.

Well-equipped ability is important for taking care of progress, and nimble organizations have demonstrated significant yields from business arrangements that coordinate the business system of clients, providers and accomplices (Long, 2012). Dexterous organizations accentuate exhaustive change not additional framework or process enhancements that change business to appreciate expanded increases through developing innovation abuse. Additionally, these auxiliary changes in the association encourage innovation (Vokurka, Zank & Lund, 2012).

To accomplish this new style of readiness, business and information Technology must team up to formulate upgrades and hit upon better approaches for working together. Nimbleness increments when organizations utilize the mastery of the majority of the significant partners to distinguish comprehend and react to quickening change and disturbance as it happens. Dexterous associations have procedures and structures that distinguish interior and outer exercises and additionally settled components to act

rapidly on that learning (Bharadwaj and Sambamurthy, 2010). This requires an outlook change from programming building to trade designing. By a way of this move comes the rise of another part: the business engineer.

2.3.3 Total Quality Management

Researchers, for example, Edward (1950) have developed a number of ways to enhance execution in organizations. They in this manner thought of Total Quality Management (TQM) which is their methodologies all exemplified in value administration systems. On this record, Wiklund, Klefsjö, Wiklund and Edvardsson (2003) showed that various methodologies have been received for the management of value supervision in associations, for example, self-appraisal and outside evaluation of the foundations, accreditation and affirmation frameworks, and distinctive models of TQM. This is gone for accomplishing improved hierarchical execution and in this manner accomplishes competitiveness in an evolving situation. Firms in a changing domain can utilize TQM to separate themselves from opponents.

TQM as supervision strategy of an organizations is fixated on excellence, considering the importance of each of its individuals and the long-term success (Galbreath, 2005). As per Goldberg and Cole (2002), TQM offers associations a key choice and an integrated theory of administration to enable them achieve their goals in a viable and effective manner and to achieve a sustainable upper hand. Then again, Cua, McKone and Schroeder (2004) call attention to that TQM is a set of interlinked value management hones linked to authoritative execution. Kaynak (2003) the highlighted significance of causal relations between quality administration hones. In any case, Kirk (2003) shows that execution of TQM practices is a tough undertaking and in this way it is hard to accomplish expected advantages. Regardless he noticed that notwithstanding this, organizations working in today's dynamic business environment should be exceptionally versatile to guarantee quality to all partner. Along these lines, firms need to utilize all assets to execute TQM to accomplish this objective. Yang and Su (2009) insinuates that aggregate quality administration has positive effect on encouraging taking care of issue and basic leadership prepare. TQM additionally has

an imperative part in persistent change of association to beat rivalry. Add up to quality administration is an administration integrative framework for building up the nature of administrations and merchandise by method for the remove a portion of all reasons and levels. Each individual has a deciding part in the creation of value administrations and products.

2.2.4 Resource Fluidity

Having the ability to transfer assets starting with one place then onto the next as required is what is named as asset ease. Skinner (2009) expressed that an expanded portfolio is required by accomplishing this is an enhanced arrangement of autonomous division, a framework of broad chiefs who can be exchanged crosswise over units, focal corporate control over key assets, and organized procedures for diminishing speculations or offering of units. The greatest test in doing this is the greater part of the assets are attached to some capacity, and it might be hard to reallocate those assets, particularly when it would be for something else than the conventional center business this identifies with over-subsidizing of legacy organizations. To beat this test, the administration needs to construct their choices with respect to levelheaded as opposed to enthusiastic or political criteria, put intensely in promising open doors, and limit over interest in the center business. It is additionally imperative not to assign assets into subunits in a way that can't be changed without a noteworthy rearrangement, yet rather give various channels to getting to assets i.e. a few spots where administrators can access assets when they require them as opposed to having only one individual that goes about as an entryway (Weill and Vitale, 2012).

Asset smoothness requires restrained procedures for assessing singular units and reallocating key assets (Skinner, 2009), i.e. having one and only arrangement of execution information. This implies similar assessment framework is utilized over the association, and diverse units and capacities can without much of a stretch be contrasted with different units and capacities in similar association (Doz and Vokurka, 2008). It is additionally vital to build up element administration components having at

the top of mind the end goal to know where to apportion assets and reassign duties in a quick and adaptable way, and in addition set normal principles for asset allotment. Similarly, a movable arranging procedure is required that inquires the power of the center business and is preferably in view of genuine market occasions than the timetable.

Another test is protectionism for one's own particular assets – directors would prefer fundamentally not to impart them to each other (Hamel, 2007). Notwithstanding, best administration needs the mettle to settle on even troublesome and disagreeable choices when it is required (Skinner, 2009). One method for moderating this hazard is to separate business comes about because of asset proprietorship, implying that no single measurement or unit in the association possesses the assets expected to direct its business, however they are usually shared. One method for doing this is by arranging, making and conveying work under reason particular cross-organization projects and extends, and in that ways discharging the assets to companywide utilize (Regnier, 2009).

Portability of individuals enhances asset smoothness, and as indicated by Doz and Vokurka (2008), it can be encouraged by method for occupation revolution; giving an open employment market to distinguish abilities; giving perceivability to individual vocation advancement potential and openings; considering moving groups rather than simply moving people since individuals tend to grapple their self-regard to an expert group or a group; paying consideration on reasonableness and reputation in staff assessment since individuals would prefer not to go out on a limb (by e.g. applying for another occupation inside similar association) in the event that they can't make sure that they will be reasonably and straightforwardly assessed; and having a pool of senior chiefs as corporate assets.

In addition, the business risk can be alleviated by intentionally distributing assets and promoting individual versatility–by redeploying assets with little conflict or injury, the hazard associated with the business segment or exit is reduced. Asset seclusion is

essential as one measure doesn't suit all, and asset peculiarity can expand utilization velocity and skill. It is also possible to distinguish people from components and tasks, which will empower the general population to make an adequate contribution to various components and undertakings that are free of time and space (Galbreath, 2005).

2.4 Determinants of Competitive Advantage

Service differentiation simply the unique characteristics associated with delivery of services by a firm that lead to the firm standing out among its competitors. This implies that if a company is quicker in responding or makes deliveries faster than its competitors, clients may opt for to engage with this more superior firm even though they may incur more monetary cost. According to Palmer (2001), just a delivery can be crucial distinguishing element for goods, it can also be crucial for a service. Since services are intangible clients always look for evidence of service in all interactions with organizations. Zeithaml & Bitner (1996), argue that differentiating the service delivery model implies managing these interactions which are the key pillars of customer satisfaction and service quality. Service quality is crucial in almost, if not all industries as a determinant of competitive advantage. McGee (2002) argues that a study carried out in the pharmaceutical field revealed that the principal source of competitive lead as quality of products. This implies that people will opt to purchase goods or services that may last longer and that reflect value for money. In some instances, such as the health care industry, quality is one of the crucial factors that makes a customer prefer one hospital over the other. It's easier for products where the factors are palpable but very different with services. The secret to competitiveness lies in having services of high value, when the physical product cannot be differentiated with ease and improving the quality of services. Service distinction in terms of innovation debatably, decreases perceived acquisition uncertainties by consumers and tends to create more collaborative customers who are willing to try new goods and services. Decision-making for new products and services by consumers does not rely solely on loyalty created by innovation skills (Fang et al., 2008), but also on the service provider's distinctive character and reputation. Consumer knowledge of high-

quality services has been created by past accomplishment of product differentiation. The impact hence is, that firms that utilize service differentiation effectively can make entries into markets with new product and service offerings much simpler and faster than those lacking sufficient service differentiation. A good reputation for service is an advantage that contributes to the customer's outlook on what the company is offering and alleviates reservations about performance of the company's offering (Yoon et al., 1993).

Focus strategy enables organizations to dominate a market niche by concentrating on a constrained portion of a market. Organizations where the focus strategy thrives appreciate the dimensions and customer needs that are distinctive of their market niche. It has taken decisions on target markets, consumer and brand growth, promotion, and distribution channels to be reviewed and agreed upon. Kotler (1999) suggests that the market strategy, a potentially biased view, considers marketing as an effort to create, promote as well as deliver goods and services to clients and firms. According to previous studies (e.g. Hooley et al., 2001; Fahy and Smithee, 1999), marketing skills and technologies have the ability to become major sources of competitive advantage for businesses. As a result of growing and fostering "niche" products and services, firms can attract a larger segment of customers in that market than competitors, leading to earning profits above average and reducing competitor threat while entering the niche.

According to Thompson and Strickland (1998), for organizations to achieve cost advantage, they must improve efficiencies in process, make optimal outsourcing and straight down integration decisions or avoid some costs. Organizations should create value for its clients that exceed the cost of creating it (Porter, 1998). A company that has one or more value chain operations that really distinguish it from the competitors and also one that allows them to function at a reduced price will constantly outperform their competitors (Pearce and Robinson, 2000). A competitive advantage principle for low cost leader is to lower general expenses compared to rivals. The objective of the low-cost management approach is to open up a sustainable cost

benefit over rivals and then use the reduced cost edge as a basis for either winning market stake at their expense or earning a greater profit margin selling on the current market (Khalid, 2004).

2.5 Strategic Agility and competitive advantage

Murungi (2015) adopted a census approach while conducting a study on the effect of strategic agility on the competitive capability of private universities in Kenya. A cross-sectional research model focused on main areas of interest was implemented in this review. 24 private universities in Kenya were the target population for this study. The study found that most private universities in Kenya use change disposition as their main strategic agility practice. The study fell short of showing the direct influence that strategic agility has on the competitive advantage of private universities in Kenya.

Kambi (200) adopted a descriptive survey to study the role of strategic agility on the perceived performance of hospitals in Kenya. The target population was a sample of 31 major hospitals across the country. The researcher found notable strategic agility moderately influenced performance of hospitals in Kenya. The study falls short of cementing the direct correlation between the various forms of strategic agility and the firm's performance. Ng'ang'a (2018) investigated the effect of strategic agility on firm competitiveness among pharmaceutical firms in Kenya. Descriptive research design was applied in the study. The study established significant association of strategic agility practices and firm competitiveness of pharmaceutical firms in Kenya. The population included 22 selected pharmaceutical firms in Nairobi. Odongo (2011) sought to establish the strategies adopted by private hospitals in Nairobi to gain competitive advantage. The research design for the study was a survey of all private hospitals operating in Nairobi. The study established that in order to gain competitive advantage, the hospitals used differentiation, focus, cost leadership strategies. The study however failed to demonstrate how strategic agility influences competitive advantage of private hospitals in Nairobi, a focus for this study.

Njeru (2015) explored the relationship between strategic formulation and performance of SMEs on Kenya. While adopting a multiple case study research design, the study showed that strategic management practices adopted by SMEs in Kenya have positively influenced their performance. His study had shortcomings of investigating the direct connection between strategic outlook and the corresponding dimensions of the firm competitiveness. Zelbst (2010) conducted a research exploring the association between JIT, market orientation and agility. The study adopted a multiple case study research design and found an association between strategic agility attributes such as total quality and market orientation and operations and logistics performance. The shortfalls of this study include the lack of direct linkage between the various dimensions of strategic agility and the competitiveness of the firm, which is a major focus for this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section introduces the methodology taken in the research operationalization and in goals accomplishment of study. This chapter includes the research design, target population, processes for collecting data as well as the final analysis of the data.

3.2 Research Design

Research design denotes the framework or blueprint that is used to spawn replies to the research problems (Orodho, 2003). It relates to the design of the study, i.e. the technique used to conduct a research. This study employs a descriptive research design. De Vaus (2001) argues that good descriptions is vital to research, and it has added immense knowledge about the nature of the general society. He indicates that descriptive research design analyses the correlations among variables in a natural setting.

The layout is suitable because it includes a carefully planned description of occurrences (Bryman & Bell, 2011). Westphal (2016) contends that when implementing a descriptive design, the respondent will be asked a range of questions in order to acquire enormous amounts of information in an economical manner. This type of design also allows for several data manipulations including summary of responses, frequencies and many more statistical methods to unveil correlation between the variables.

3.3 Study Population

In the view of Pole and Lampard (2010), an aggregate total of all people in a set group to whom research is related is defined as a target population, whereas the reachable population is considered within the reach of the study in connection with those elements in the intended population. The population includes all 49 registered private hospitals in Nairobi county for this practice, taking a census approach.

3.4 Data Collection

As the primary instrument for collecting information, the researcher used a questionnaire. A self-administered questionnaire is a suitable instrument for obtaining self-assessment report on the opinions, attitudes, beliefs and values of people, according to Pole and Lampard (2010). The questionnaire is split into three parts; section A representing the organizational data and section B representing the different variables accepted for representing the various variables adopted for study namely; organizational innovativeness, operational dexterity, total quality management (TQM) and resource fluidity while section C representing questions on competitive advantage. Every chapter of the chosen research involves organized closed-ended structure questions. Drop-and-pick technique was implemented in questionnaire administration primarily to operations managers or branch managers in each private hospital as they are the ones who are familiar with the methods that the businesses adopt and how they impact the output of the business. Secondary data was gathered from organizations' websites; publications, brochures, journals, libraries and various studies linked to the private hospitals.

3.5 Data Analysis and Presentation

The gathered data was evaluated. The quantitative data was coded to make it possible for the responses to be classified into diverse classes. Descriptive statistics scrutiny was used to evaluate the quantitative data. The analyzed data was interpreted through averages and standard deviation using assistance of Statistical Package for Social Sciences (SPSS). For ease of interpretation, tables as well as other visual displays such as bar charts, pie charts and clustered frequency distributions were used as needed to display the study results. Qualitative methods often require the use of specific features or models based on numerical manipulation. This strategy is appropriate for this research as the research was designed to gather extensive data through descriptions that helped to identify variables (Tashakkori & Teddlie, 2012).

Regression analysis was done to govern the influence of strategic agility on competitive advantage of private hospitals in Nairobi County. This was guided by

the following regression model.

$$Y = \beta_0 + \beta X + \varepsilon$$

Where:

Y = Competitive Advantage (dependent variable)

β_0 = Constant (coefficient of intercept)

β = Regression coefficient of independent variable

X = Strategic Agility (independent variable)

ε = Error term

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter outlines the results of the research, analysis and the interpretation of data obtained during the study. The influence of strategic agility on competitive advantage formed the domain. Private hospitals in Nairobi county were engaged in data collection and data analysis done through descriptive analysis by making use of Statistical Package for Social Sciences (SPSS). Oyedijo (2012) opinionates that descriptive statistics as an analysis using SPSS is one of the most predominant analysis systems in today's social sciences. Preliminary steps after data collection included data cleaning and entry after field work. Three different areas were under investigation: organizational background, forms of strategic agility and competitive advantage among the private hospitals. The Likert scale was taken on board to investigate the extent to which the different forms of strategic agility influence competitive advantage of private hospitals. This was therefore used to capture the opinions on a five point scale; 1,2,3,4 and 5, representing Not at all, to a less extent, to a moderate extent, to a great extent and to a very great extent, respectively, were used to represent the scores. Frequency distribution was used to describe the characteristics of the samples responded in the questionnaire. To determine the departure of the responses from the mean response, a standard deviation was generated for the study.

4.2 Response Rate

The study earmarked 49 private hospitals in the county of Nairobi where respondents were administered with a questionnaire. They were briefed on the importance of the information. They were given time to fill the questionnaire with reminders done via telephone calls and visits. At the end of the data collection period, 36 questionnaires had been returned which was 73.47% response rate while 13 respondents (26.53%) did not participate. This was a good response rate and follows the Mugenda and

Mugenda (2003) specification; 50% rate in response is adequate for calculating and informing; a 60% rate is good and a 70% rate and above is exceptional as shown in Figure 4.1.

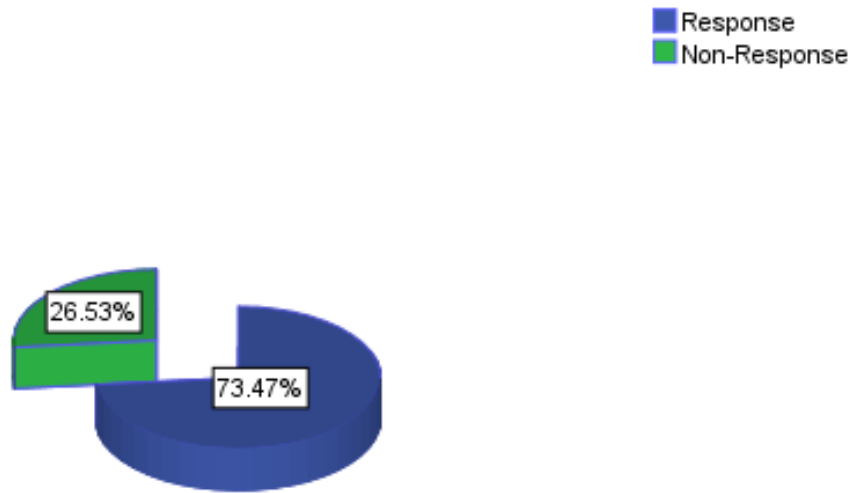


Figure 4.1: Response rate

4.3 Organizational Data

This segment sought to outline the characteristics of private hospitals in Nairobi County. The study gathered data on various aspects of private hospitals which included the organization's years of operation, the scope of the hospital operation, the hospital branch network and number of employees. Descriptive analysis was used for analysis and presentation done through tables.

4.3.1 Years of operation

Strategic agility is attributed to the responsiveness of a company's strategy to macro-environmental disruption. The years in number, a company has been working in a given macro setting is associated with the degree to which the company can respond to variations in the business environment. This study therefore looked at the length in years, that the organization has been operating, and the findings of this have been encapsulated in Figure 4.2.

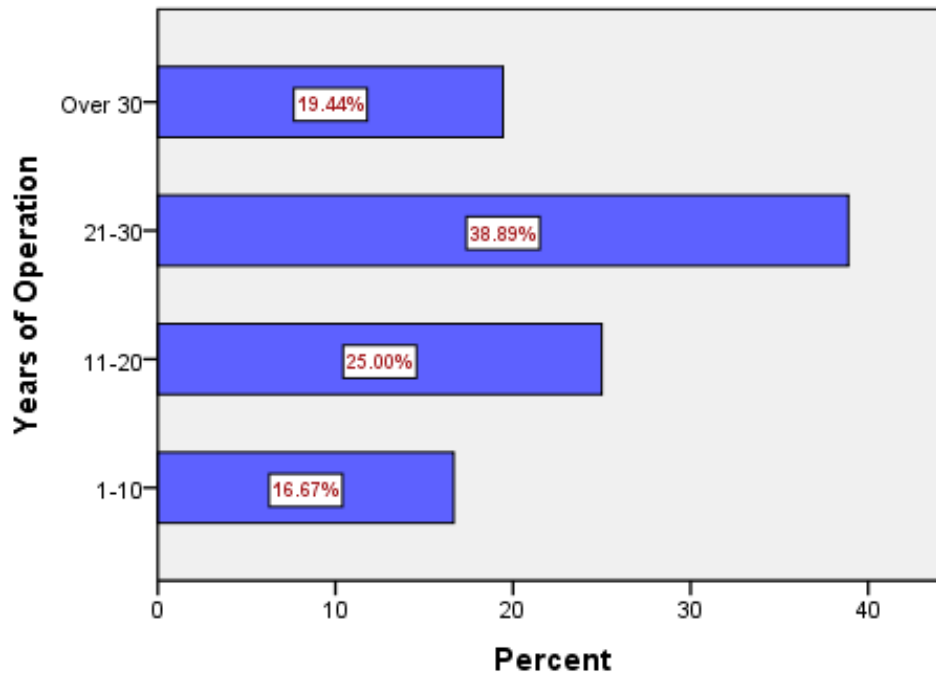


Figure 4.2: Years of Operation

The findings from Figure 4.2 directs that a great number (38.89%) of the private hospitals in the county of Nairobi have been in operation for between 21 to 30 years, followed by those in operation for between 11 to 20 years (25%). According to research, 19.44% of private hospitals have been operating for over 30 years and only 16.67% of private hospitals have operated for between 1 to 10 years. This is an implication that a large number of private hospitals studied gave reliable information regarding strategic agility forms, and their influence on the competitive cut-edge of organizations, based on the years that they have been in business, a clear indicator of industry expertise.

4.3.2 Scope of hospital Operations

Most of the hospitals that responded, indicated that they operate locally hence most being Kenyan organizations. As indicated in Figure 4.3, this represented 88.89% of the hospitals that participated in this survey.

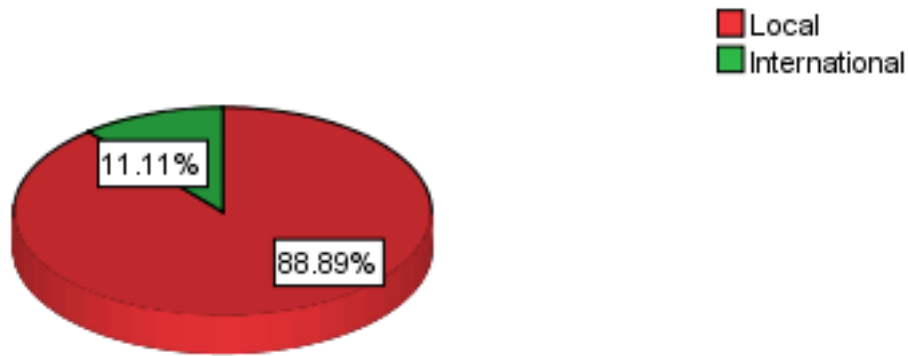


Figure 4.3: Scope of Hospital Operations

4.3.3 Hospital Branch Network

The number of branches for each respondent was analyzed through descriptive statistics and the results presented in Figure 4.4. The results demonstrated that 88.89% of the hospitals had between 0 to 20 branches, 8.33% had between 21 to 40 branches, only 2.78% had over 60 branches while none had between 41 to 60.

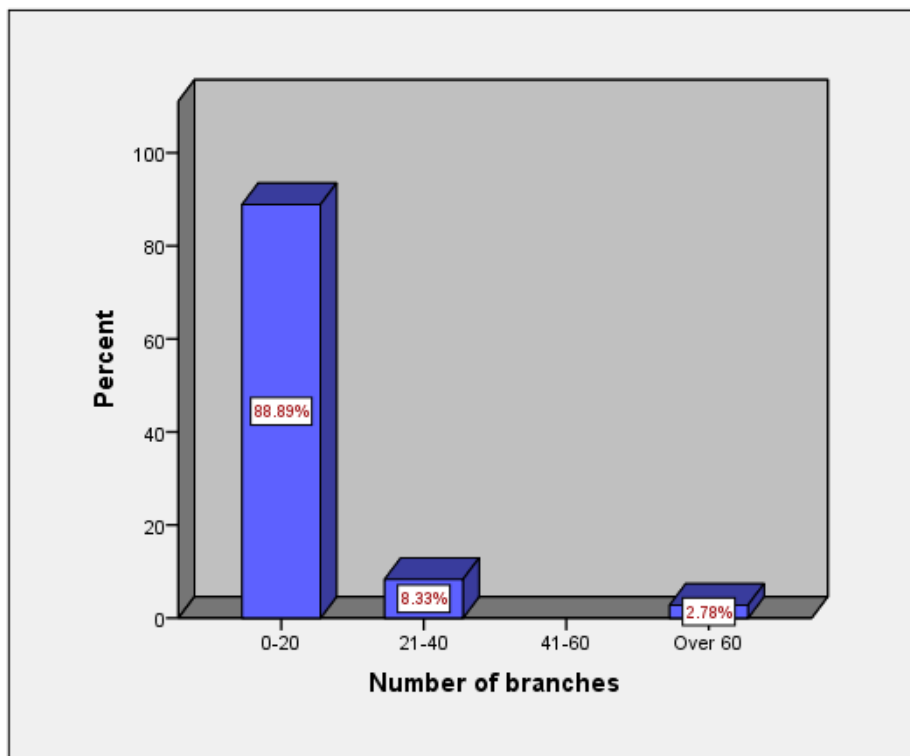


Figure 4.4: Hospital Branch Network

4.3.4 Number of employees

Another dimension of the profile that this study focused on was the number of employees in each hospital, across all its branches. As tabulated in table 4.5, most hospitals (38.89%) reported having a staff complement of more than 250 employees in all branches. 30.56% of the hospitals have between 201 to 250 employees in the organization. 16.67% of the hospitals had between 101 to 150 employees while 13.89% of these hospitals had between 151 to 200 employees. None of the hospitals had a staff compliment of less than 100 employees as shown in Figure 4.5.

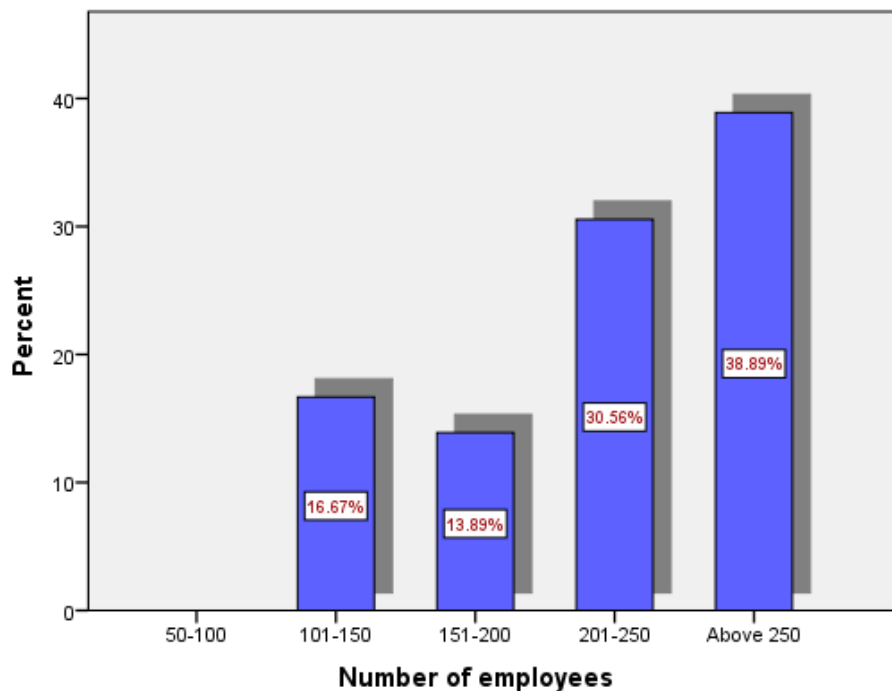


Figure 4.5: Number of Employees

4.4 Descriptive Analysis

To concretize the association between agility strategies and competitive advantage, the researcher pursued to establish the extent to which agility strategies influence competitive advantage of private hospitals in Nairobi County. Organizational innovativeness, operational dexterity, total quality management and resource fluidity were the agility strategies studied. The survey impressed upon the respondents to show their agreement degree with a number of clauses of study variables on a Likert scale ranging from 1 to 5, in which 1 = Not at all; 2 = To a less extent; 3 = To a

moderate extent; 4 = To a great extent; and 5 = To a very great extent. The scores are computed as mean scores and interpreted as 4.5 - 5.0 Very great extent; 3.4 - 4.4 Great extent; 2.5 - 3.4 Moderate extent; 1.5 - 2.4 Less extent; and 0.0 - 1.4 Not at all. The standard deviation shows the distribution of the responses. The smaller the value, the less the dispersion of the responses from the mean score indicating that there is general consensus around that result and the vice versa is true.

4.4.1 Organization Innovativeness

The researcher pursued uncovering the extent to which the following attributes of organizational innovativeness affects competitive advantage of private hospitals. The results are shown in Table 4.1.

Table 4.1: Statements of organizational innovativeness

	Mean	Std. Deviation
My organization has adopted digitized processes	4.22	.540
There is a high degree of intensity for research and development of new products, services and processes	4.11	.622
My organization has adopted efficiency improvements	4.64	.487
My organization has a well-defined business model	4.06	.715
There is a high speed of innovation orientation and adoption within the organization	3.61	.549
Average Mean	4.13	

Table 4.1 reveals that adopting efficiency improvement in the organization affects competitive advantage of private hospitals to a very great extent (Mean =4.64, SD=0.487). The findings demonstrated that the digitalization of hospital processes, a high level of research and development concentration of new products, services and processes, well-define business models and the high speed of innovation orientation and adoption influences competitive advantage of private hospitals in Nairobi county to a great extent (Mean=4.22, SD=0.540), (Mean=4.11, SD=0.622),(Mean=4.06,

SD=0.715), (Mean=3.61,SD=0.549). Cumulatively, organizational innovativeness affects competitive advantage considerably as shown by average mean of 4.13. From the standard deviation, it was clear that the responses were more skewed on the effect of a well-defined business model while there was a general consensus around the influence of efficiency improvements.

4.4.2 Operational Dexterity

The participants responding were also intreated to indicate the size of which operational dexterity influences competitive advantage of private hospitals. Results are tabularized in Table 4.2.

Table 4.2: Statements of operational dexterity

	Mean	Std. Deviation
The organization has redesigned its ultimate speed and flexibility as its operating strategies	3.92	.604
Our organization incorporates valued complexity in order to create new services and client interactions that are of greater value	3.64	.593
Our organization carefully considers how best to make the most of global efficiencies while addressing local requirements	3.39	.803
Our organization offer business solutions that incorporate clients, vendors and associates into the business network	4.06	.674
Our organization emphasizes extensive change without incremental system or process changes that transform businesses to enjoy enhanced profits through the use of emerging technology	4.56	.695
Average Mean	3.91	

As per the findings in Table 4.2, most organizations have to a very great extent, stressed thorough change in all their operations to enjoy increased gains through emergent technology utilization which has gone a long way in boosting their competitiveness (Mean=4.56,SD=0.695). The organizations put emphasis on business solutions that incorporate clients, vendors and associates into their business network to a great extent (Mean=4.06, SD=0.674). The respondents concur that their organizations have redesigned their ultimate speed and flexibility as their operating strategies to a great extent (Mean=3.92, SD=0.604). Results also exhibited that organizations are to a great extent embedding complexity that is of value, to create new products, services and customer interactions that deliver greater value to a great extent (Mean=3.64, SD=0.593). Lastly, the findings indicate that organizations moderately consider carefully how best to make the most of global efficiencies while addressing local requirements (Mean=3.39, SD=0.803). Based on these research findings, operational dexterity affects competitive advantage to a great extent with an average mean 3.91

4.4.3 Total Quality Management

Those responding to the study were implored to signpost the degree to which the various measures of total quality management influences competitive advantage of private hospitals. The results obtained are shown in Table 4.3.

Table 4.3: Statements of Total Quality Management

	Mean	Std. Deviation
My organization uses all resources to ensure quality execution of its operations	4.50	.561
My organization has internal self-appraisal processes in place to assess quality administration	3.78	.722
Our customers show appreciation for quality service	4.22	.681
There is continuous education and training opportunities offered to employees by my organization	4.14	.683
My organization regularly and continuously gathers	4.56	.558

and reviews information on improvement measures

Average Mean **4.24**

Information from Table 4.3 intimates that organizations regularly and continuously gathers and reviews information on improvement measures, as well as uses all their resources to ensure quality execution of operations to a very great extent (Mean=4.56, SD=0.558) (Mean=4.50, SD=0.561). This implies that process improvement and resource utilizations are very key to the competitiveness in the private hospitals. Data collected also show that customers of private hospitals in Nairobi to a great extent, show appreciation for quality service (Mean= 4.22, SD=0.681) Similarly, the respondents indicate that to a great extent, there is continuous education and training offered to employees by the organization (Mean=4.14, SD=0.683). Respondents also indicated that the organizations have to a great extent, internal self-appraisal processes in place to assess quality administration (Mean=3.78, SD=0.722). As per these research findings, total quality management affects competitive advantage to a significant extent with an average mean 4.24

4.4.4 Resource Fluidity

Respondents were further appealed to indicate the extent that the various viewpoints of resource fluidity influence the competitive advantage in private hospitals.

Table 4.4: Statements of Resource Fluidity

	Mean	Std. Deviation
The hospital embraces fluid reallocation and utilization of capital resources	4.50	.507
There is the mobility of people and knowledge, institutionalized job rotation and management embracing knowledge sharing	3.67	.676
There is flexible budgeting and continuous change in changing the environment	4.56	.558
The size of the hospital is adaptable to the needs that	3.89	.667

arise

There is a central corporate control over key resources	3.86	.683
Average Mean	4.10	

Information from Table 4.5 shows that continuous change with flexible budgeting in the changing environment, coupled with embracing fluid asset distribution and utilization of capital resources, influences competitive advantage to a very great extent (Mean=4.56,SD= 0.558), (Mean=4.50, SD=0.507). Data collected showed that the hospital’s magnitude being pliable to arising requirements, the organization having central corporate control over key resources and the movement of persons and knowledge with well-established rotation of jobs and administrative team embracing knowledge sharing greatly influences competitive advantage of private hospitals to a great extent (Mean= 3.89, SD=0.667) (Mean= 3.86, SD=0.683) (Mean=3.67, SD=0.676) respectively. These findings reveal that having a flexible budget and continuous change in the changing environment, and the fluid asset division and deployment of capital supplies, greatly influences competitive advantage of private hospitals. This implies that there should be budget processes that are flexible and continuous change in the changing private healthcare environment, as well as the fluid reassignment and use of capital resources. According to research findings, resource fluidity has a significant impact on competitive advantage with an average mean 4.10

4.5 Competitive Advantage

The respondents were invited to specify extent to which they were in agreement with each of the following statement.

Table 4.5: Statements of Competitive Advantage

Statements of Competitive Advantage	Mean	Std. Deviation
Our organization’s market position can provide strong barriers to entry for other firms	3.56	.695
Customers choose my organization for our services	4.50	.507

Our organization enjoys relatively low cost of its products and services	3.53	.845
Our organization strategy would be difficult and expensive for rivals to replicate	3.33	.717
Our organization has high capacity to penetrate new markets	3.25	.841
Our organization enjoys a strategic market position	3.83	.878
There is mass customization in my company	3.86	.762
There is a high level of research and development (best practices) in my company	3.75	.770
Our organization is flexible and easily adopts to changes in the environment	4.53	.560
Our organization is always pro-active and take the first step	3.67	.926
Our organization is constantly come up with new methods of operations that are cost effective	3.72	.741
Our organization is perceived as unique by our customers	3.64	.798
Our organization enjoys an attractive market position	3.67	.756
Our organization has valuable resources that are difficult to duplicate	3.64	.899
Average Mean	3.75	

Outcomes of the study reveal that organizations are flexible and easily adopts to changes in the environment and also that customers choose these organizations for their services to a very great extent as depicted with a mean of 4.56 and 4.50 respectively. Respondents also agree that to a great extent, there is mass customization, and that the organizations enjoy a strategic market position as depicted by a mean of 3.86 and 3.83 correspondingly. They also wagered that a high level of research and development (best practices) is existent as depicted by a mean of 3.75, the organizations constantly comes up with new methods of operations that are cost effective as depicted by a mean of 3.72, the organizations enjoy an attractive market position as depicted by a mean of 3.67, the organizations are always pro-active and

take the first step organization is always pro-active and take the first step, the organizations are perceived as unique by their customers as depicted by a mean of 3.64, organizations have valuable resources that are difficult to duplicate as depicted by a mean of 3.64, and that the organizations enjoy relatively low cost of their offerings as depicted by a mean of 3.53 .

Those surveyed remained neutral on the fact that the organization strategy would be difficult and expensive for rivals to replicate as indicated by a mean of 3.33, and that organizations have a high capacity to penetrate new markets as indicated by a mean of 3.25. According to the findings, private hospitals are flexible and easily adopt to changes in the environment which play a key role in their performance and existence. The average mean of advantage in competition was 3.75 from these research findings.

4.6 Regression Analysis

Analysis of regression shows how independent variable influences dependent variable. The regression coefficient in the relationship between the dependent variable and the independent variable was used to determine the strength and direction. The regression model was as follows:

$$Y = \beta_0 + \beta X + \varepsilon$$

Where:

Y = Competitive Advantage (dependent variable)

β_0 = Constant (coefficient of intercept)

β = Regression coefficient of independent variable

X = Strategic Agility (independent variable)

ε = Error term

Table 4.6 is a fit model that determines how the equation of the model fits the data. The adjusted R² was applied to assess the study model's predictive power.

4.6.1 Model Summary

Table 4.6: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	0.859	0.738	0.705	0.23739

The study established that the adjusted R^2 to be 0.705, signifying that 70.5% of the variations of competitive advantage in private hospitals are explained by strategic agility.

4.6.2 Analysis of variance (ANOVA)

To show whether there existed mean differences in impressions amid the various respondents; Variance test analysis was performed. Variance Analysis (ANOVA) is a statistical instrument used to divide the collective variability found within a set of data into two parts: systematic and random factors. The findings are tabulated in Table 4.7

Table 4.7: Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.691	1	14.021	12.262	.000
	Residual	1.916	34	.056		
	Total	2.607	35			

Findings in table 4.7 exhibit that with a p-value of 0.000, the F static was 12.262. It goes to show the effect of strategic agility on firm competitiveness among private hospitals in Nairobi county is statistically significant provided that the p-value is lower compared to the alpha mark. The significant value of 000 suggests that in predicting how tactical agility affects competitive advantage, the regression association was significant.

4.6.3 Regression Coefficient

Analysis on regression is applied to predict the causal drift relationship between variables as a method of predictive modeling technique. Regression analysis was utilized here to allow the researcher remove and evaluate the appropriate set of variables to be used to construct predictive models that control the relation between strategic agility and firm competitiveness among the private hospitals in Nairobi County. Findings are displayed in Table 4.8

Table 4.8: Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.237	.718		1.722	.094
Strategic Agility	.614	.175	.515	3.502	.001

The model set for the study was:

$$Y=2.237+0.614X$$

Based on the regression line above, holding the independent variable constant, the competitiveness of private hospitals will be 2.237. An increase in unit scores of strategic agility leads to 0.614 increase in scores of competitiveness.

4.7 Discussion

The study's objective was to determine the influence of strategic agility on the competitive advantage of private hospitals in Nairobi county. The study identifies a statistically significant relation among Nairobi's private hospitals between strategic agility and competitive advantage as verified by the high coefficient of determination in the regression model. The researcher also found out that the private hospitals have implemented four major agility strategies namely, innovativeness, operation dexterity, total quality management and resource fluidity so as to improve its competitive advantage. This is congruent with the results of a Kinako (2016) research project on the agility strategy and competitive advantage of insurance companies in Kenya.

It was also elaborated that organizations have implemented innovativeness to a very great extent, and that the greatest innovativeness strategies used by private hospitals are efficiency improvement and digitalized processes. It was also established that organizations emphasize on extensive change without incremental system or progress changes that transform businesses to enjoy enhanced profits through use of emerging technology. This correlates with Galbreath (2005) who posited that organizations are

getting a great share of the lately formed value. In this way, they are majorly generating wealth towards the hospitals themselves, for their nation and for the globe. Innovation includes both product / service and process innovations.

In addition, Gill and Long (2012) expressed that operational dexterity is indispensable for managing change, and agile firms have revealed very soaring yields from business resolutions that assimilate the corporate network of consumers, suppliers and associates. Agile companies focus on far-reaching modification and not piecemeal system or development improvements that transform business to benefit from increased profits through up-coming technology management.

The researcher found out that regularly and continuously gathering and revising information on improvement actions was a total quality management strategy implemented by private hospitals in Nairobi. To a very great extent, the researcher also established that organizations use all of their resources to ensure quality execution of operations. Every individual has a determining position in the making of quality services and goods. This is in line with Kirk (2003) who acknowledges that notwithstanding TQM practices being a tough undertaking for organizations, those working in today's dynamic business environment should be exceptionally versatile to guarantee quality to all partner and need to utilize all assets to execute TQM to accomplish this objective.

The bulk number of the respondents also indicated that resource fluidity has a great effect on competitive advantage of private hospitals. They further noted that amenable financial allocations and continuous modifications in the changing environment as well as the adjustable rationalization and utilization of resources which are aspects of resource fluidity influences the competitive advantage to a very great extent. This speaks to the definition of David J. Teece, Gary Pisano, and Amy Shuen (1997) of Dynamic Capability, as the company's capacity to assimilate, develop, and recalibrate active and passive skills to manage rapidly shifting environments.

The study findings also established most organizations are flexible and easily adopt to

fluctuations in the environment so as to adjust its competitive advantage and also customers choose these organizations for their services. These findings correlate with Barney (2001) who defined a competitive advantage as a strategy that is value-creating and that is based on valuable resources.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter casts the summary of this study, its conclusion and recommendations founded on the results and interpretations of the research. The piece also addresses shortcomings found in performing this study. In addition, the researcher presents suggestions for further studies and concludes the segment with implications that can radiate as a result of the research findings.

5.2 Summary of the Research Findings

The purpose of this study was to determine the effects of agility strategies on competitive advantage of private hospitals in Nairobi County. Study findings indicate that 70.5% of competitive advantage in private hospitals are explicated by strategic agility. Among other findings of this study under organizational innovativeness, is that strategies such as efficiency improvement and adoption of digitalized processes are very essential in enhancing the competitiveness in the private healthcare industry. It was clear that operation dexterity strategy plays a main role in the private hospitals' competitive advantage as they emphasize on extensive change without incremental system or process changes that transform businesses to enjoy increased returns through exploitation of emerging technology. The study also deduced that most organizations regularly and continuously gather and review information on improvement measures as a major total quality management strategy in abide to improve their competitiveness.

The study expounds further the adoption of resource fluidity facets such as flexible budgets and constant change in altering environments and embracing fluid reassignment and utility of capitals is very essential in the private hospitals in Nairobi County. The study revealed that organizations are flexible and easily adopts to transformations in their surroundings. It was also indicated by study findings that customers of private hospitals in Nairobi continue to choose them for their services.

5.3 Conclusions

As evidenced by the high coefficient of determination in the regression model, the study establishes a statistically significant association between strategic agility and firm competitiveness among hospitals in Nairobi County. The study therefore concludes that agility strategies influence competitive advantage of private hospitals in Nairobi, as demonstrated by the regression coefficient that explained an increase in unit scores of strategic agility would mean an increase in scores of competitiveness of 0.614. The researcher established that private hospitals have put in place four major agility strategies namely, organization innovativeness, operation dexterity, total quality management and resource fluidity in order to enhance its competitive advantage. The study further reveals that efficiency improvement and adoption of digitized processes affects the competitive advantage of private hospitals.

Furthermore, it was noted that operation dexterity strategy has been applied in a lot of the private hospitals in the County as a measure to improve the organization's competitive advantage. Organizations focus on far-reaching modifications and not piecemeal system or development improvements that transform business to benefit from increased profits through upcoming technology management. The study confirmed that regularly and continuously gathering and reviewing of improvement measure information is a total quality management strategy that hospitals have espoused to improve on their advantage in competition. This study also established resource fluidity also affects competitive advantage of private hospitals in Nairobi. Aspects of resource fluidity such as the flexible budgeting with continuous change in response to the shifting environment and the fluid reassigning and use of capital influences the competitive advantage of the studied parameters. This research also concludes that private hospitals are flexible, and they are easily able to adopt to shifts in their environment, and that their customers choose these organizations for their services.

5.4 Recommendations

As proven by the high coefficient of determination in the regression model that

establishes a statistically significant association between strategic agility and firm competitiveness among hospitals in Nairobi that are private, the study recommends that managers of private hospitals should adopt strategic agility practices. The study recommends that administrators of private hospitals to embrace innovativeness strategies on a wider range among other strategies since it has a great effect on private hospitals' competitive advantages than other strategies. On organization innovativeness, the study recommends that private hospitals adopt efficiency improvement and digitalized processes as priority strategies to achieve competitive advantage. The study emphasizes the need for firms to be swift in the orientation and adoption of innovation, as new know-how and the improvement of digitalization precisely, enables organizations to create innovative technologies, goods, services and pioneering business models. Similarly, digitalization decreases the time-to-market for new ideas, which creates opportunities intended to be leveraged.

On operational dexterity, the study further reinforces that managers of private hospitals should put more focus on far-reaching alterations and not incremental changes on process or system, that transform firms to enjoy enhanced gains through adoption of emerging technology. Other areas to pay attention to include offering business solutions that integrate customers, sellers, and associates into the business grid. Notable strategies under total quality management that private hospitals should take up is often and always collating and reviewing information on measures to improve, as this results to enhanced competitiveness of firms.

Finally, the study recommends private hospitals to make provisions for flexible budget processes, and on-going change in the ever-changing private healthcare environment. The fluid reallocation and utility of capital resources should also be embraced by private hospitals in order to boost competitive edge of the organization. This can be achieved if organizations adopt and implement more asset ease; the ability to move assets starting with one place then onto the next as required, in order to have an upper hand against opponents in the marketplace. The study underpins the imminent need to have controlled procedures for reallocating key assets (Skinner,

2009), an asset movable arranging procedure to be implemented.

5.5 Implications of the Study to Policy, Theory and Practice

At the policy making level, findings from this study indicate that policies aligned with enhancing firm and national competitive nature can come to fruition if they concentrate on fostering strategic agility. As per the findings of the study, if both national and county policies through line ministries and governors are focused on providing the critical success factors for implementing strategic agility among Kenyan firms, their firm competitiveness will be significantly enhanced, ultimately resulting in county and national competitiveness. Through flexible budgets and re-allocation and usage of capital resources, firms are more likely to be adoptive to their changing environments and stay ahead of competition.

At a theoretical level, the study's findings indicate that taking an all-inclusive view of agility provides a critical path to illuminate the relationship among strategic agility attributes and firm competitiveness. The findings also suggest that a conceptual model can be built to determine the direct links between agility strategies aspects and firm competitiveness. The findings of this particular study not just to support current theoretical models (Long, 200; Roth, 1996; & Sambamurthy et al., 2003), but also criticize past theoretical models regarding the role of strategic agility in adapting strategically to uncertainty and macro-economic demands.

To practice, the study's findings imply that adopting agile strategic planning approaches in their day-to-day operations can significantly enhance firms' competitiveness. Based on the study, it's clear that managers who can successfully leverage on efficiency improvements coupled with the flexible budgeting with continual change will more flexible organizations that easily adopts to changes in their environments.

5.6 Limitations of the Study

While performing the study, the researcher faced several limitations. One of them

came when the data was gathered. The respondents are meant to be operations and branch managers in private hospitals. There are generally very busy schedules for senior employees especially in a hospital setting. This proved difficult for the researcher to have the questionnaires responded to early enough, resulting in some questionnaires not being returned. However, the researcher made several visits and contacted people via phone calls to get the questionnaire filled and returned.

Another limitation is that the respondents seemed unwilling to offer some sensitive particulars regarding their businesses. However, the researcher convinced the respondents that data obtained from them would only be used for study purposes. A letter of introduction from the institution of higher education was obtained by the researcher, as evidence which helped to great extent.

5.7 Suggestion for further studies

Future studies should concentrate on the legal and organizational context that can promote strategic agility adoption in the private healthcare sector. Future researchers should also contemplate the role of national industrial development policy in facilitating agility among Kenyan firms in enhancing company and national competitiveness.

Future research activities should consider using other variables which are not built-into this research, to look at and analyze the influence of strategic agility on firm's competitiveness, as well as widen the scope of the study to private hospitals in Kenya. Studies on the national policy's role in promoting competitiveness of firms in micro-level remain uncommon. Future researchers thus need to determine the government's involvement in building firm competitiveness across all Kenyan sectors.

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Appendix I: Private Hospitals in Nairobi

Hospital Name, Postal Address, Bed Capacity, Branch/Location, Category.

1. AAR HEALTHCARE(WILLIAMSON HOUSE, NGONG 4TH AVENUE, P.O. BOX 41766-00100)
2. ACACIA MEDICAL CENTER LTD (GENERAL ACCIDENT HOUSE, P.O. BOX 61405)
3. APPLES + SENSE (OILIBYA PLAZA, MUTHAIGA RD, P.O. BOX 64829-00620)
4. AVENUE HOSPITAL (1ST PARKLANDS AVENUE, PO BOX 42580)
5. AGA KHAN UNIVERSITY HOSPITAL NAIROBI (3RD PARKLANDS AVENUE, P.O. BOX 30270-00100)
6. BETTER LIVING HOSPITAL (JAKAYA KIKWETE RD, P.O. BOX 48629-00100)
7. CHIROMO LANE MEDICAL CENTRE (CHIROMO LANE/MUTHITHI RD WESTLANDS, P.O. BOX 1501-00606)
8. COPTIC HOSPITAL (NGONG RD, P.O. BOX 21570-00505)
9. FAMILYCARE MEDICAL CENTRE (FAMILY HEALTH PLAZA & MATERNITY MAI MAHIU RD OFF LANGATA RD, P.O. BOX 30581-00100)
10. GARDEN SPECIALIST HOSPITAL (WOODLANDS RD OFF LENANA RD)
11. GERMAN MEDICAL CENTRE (KMA CENTRE, MARA RD, P.O. BOX 76208-00508)
12. GERTRUDE GARDEN CHILDRENS HOSPITAL (MUTHAIGA RD, P.O. BOX 42325-00100)
13. GURU NANAK RAMGARHIA SIKH HOSPITAL (MURANGA RD, P.O. BOX 33071-00600)
14. JACARANDA HEALTHCARE (RUARAKA, P.O. BOX 52595-00100)
15. JAMAA HOSPITAL (RABAI RD, P.O. BOX 17153-00510)
16. KAREN HOSPITAL (LANGATA-KAREN RD, P.O. BOX 74240-00200)

17. KASARANI MATERNITY AND NURSING HOME (KAIRU ROAD, OFF MWIKI KASARANI ROAD, P.O. BOX 31524-00600)
18. KOMAROCK MODERN HEALTHCARE (MWANGAZA RD, KOMAROCK ESTATE, P.O. BOX 23728-00100)
19. LADNAN HOSPITAL (PANGANI, P.O. BOX 2534-00202)
20. LANGATA HOSPITAL (GATHINGU CLOSE, P.O. BOX 934-00517)
21. LIFECARE HOSPITALS (LAIBONI CENTRE, P.O. BOX 1883-50200)
22. LIONS SIGHTFIRST EYE HOSPITAL (KAPTAGAT RD LORESHO, P.O. BOX 66576)
23. MADINA NURSING HOME (9TH STREET EASTLEIGH SECTION 2, P.O. BOX 78370-00507)
24. MARIAKANI COTTAGE HOSPITAL (SOUTH B PLAZA-MCHUMBI RD, P.O. BOX 12535 00400)
25. MASABA HOSPITAL (KIRICHWA RD OPP. ADAMS ARCADE, P.O. BOX 53648)
26. MATER HOSPITAL (SOUTH B DUNGA RD, P.O. BOX 30325-00200)
27. MEDANTA AFRICARE (GOLDEN PLAZA, WAIYAKI WAY)
28. MEDIHEAL HOSPITAL (PARKLANDS MEDIPLAZA, P.O. BOX 39698-00623)
29. MELCHIZEDEK HOSPITAL (NAIVASHA RD, P.O. BOX 20085)
30. MENELIK HOSPITAL (MENELIK RD, OFF NGONG RD, P.O. BOX 55164-00200)
31. MERIDIAN MEDICAL CENTRE (RALPH BUNCHE RD, P.O. BOX 50443-00200)
32. METROPOLITAN HOSPITAL NAIROBI (OPP. JERICHO MARKET RABAI RD, P.O. BOX 808-00515)
33. MIDHILL HOSPITAL (NAIVASHA RD)
34. MOTHER AND CHILD HOSPITAL (1ST AVENUE-NEXT TO CALIFORNIA ESTATE EASTLEIGH, P.O. BOX 77918)
35. M P SHAH HOSPITAL (SHIVA CHI RD PARKLANDS, P.O. BOX 14497-00800)

36. NAIROBI EAST HOSPITAL (GENERAL WARUINGE STREET,
EASTLEIGH, P.O. BOX 51863-00100)
37. NAIROBI EQUATOR HOSPITAL (BUKANI RD, P.O. BOX 962-00200)
38. NAIROBI HOSPITAL (ARGWINGS KODHEK RD, P.O. BOX 30026-
00100)
39. NAIROBI SOUTH HOSPITAL (SOUTH C)
40. NAIROBI WEST HOSPITAL (GANDHI AVENUE NAIROBI WEST, P.O.
BOX 43375-00100)
41. NAIROBI WOMENS HOSPITAL (ARGWINGS KODHEK RD, P.O. BOX
10552-00100)
42. NEW LANGATA MEDICAL CENTRE (OPP. UHURU GARDENS
PRIMARY SCHOOL OFF LANGATA RD ON KITENGELA RD P.O. BOX
934-00517)
43. OASIS HEALTHCARE GROUP (THE GREENHOUSE MALL, NGONG
RD, P.O. BOX 6016-00200)
44. PARKLANDS AMBULATORY SURGICAL CENTRE (3RD PARKLANDS
AVENUE, P.O. BOX 61777-00200)
45. PARKROAD NURSING HOME (PARK ROAD, NGARA, P.O. BOX 19850)
46. RADIANT HOSPITAL (PANGANI, P.O. BOX 65973-00607)
47. SAVANNAH HEALTHCARE SERVICES (PIONEER HOUSE, P.O. BOX
76098-00508)
48. SOUTH B HOSPITAL (KAPITI CRESCENT-SOUTH B SHOPPING
CENTRE, P.O. BOX 49255)
49. WESTLANDS MEDICAL CENTRE (KRISHNA CENTRE, WOODVALE
GROOVE STREET, P.O. BOX 4066-00506)

Appendix II: Questionnaire

QUESTIONNAIRE GUIDE FOR MBA RESEARCH ON THE INFLUENCE OF STRATEGIC AGILITY ON THE COMPETITIVE ADVANTAGE OF PRIVATE HOSPITALS IN NAIROBI COUNTY.

RE: INTRODUCTION

Dear Respondent,

This questionnaire is aimed at providing information on the influence of strategic agility on the competitive advantage of private hospitals in Nairobi County. Any and all information you provide will be used purely for academic purposes, to accomplish an academic goal, and will be treated with at most confidentiality. You are therefore kindly requested to complete the questionnaire following the enclosed instructions. Do not put any name or identification on this questionnaire.

Please respond to all questions genuinely, and as indicated by putting a tick (✓) in the appropriate option that applies.

SECTION A: ORGANIZATIONAL DATA

1) For how long has your hospital been operational in Kenya?

- a) 1–10 years []
- b) 11-20 years []
- c) 21-30 years []
- d) Over 30 years []

2) What is the scope of your hospital operations?

- a) Local []
- b) International []

3) How many branches does your hospital have in Kenya?

- a) 0–20 []
- b) 21-40 []
- c) 41-60 []
- d) More than 60 []

4) How many employees does your hospital have in all its branches?

- a) 50–100 []
- b) 100-150 []
- c) 150-200 []
- d) 200-250 []
- e) Above 250 []

SECTION B: STRATEGIC AGILITY

The four forms that will be used to measure strategic agility include Organizational innovativeness, operational dexterity, total quality management and resource fluidity.

Instructions: Answer all the following questions using the likert scale of 1 to 5 where:

- 1- Not at all
- 2- to a less extent
- 3- to a moderate extent
- 4- to a great extent
- 5- to a very great extent

Rate the extent to which these statements relate to your organization.

Item	Organizational Innovativeness (<i>firm's capacity to engage in innovation; i.e., to introduce new products, processes or services</i>)	1	2	3	4	5
1	My organization has adopted digitized processes					
2	There is a high degree of intensity for research and development of new products, services and processes					
3	My organization has adopted efficiency improvements					
4	My organization has a well-defined business model					
5	There is a high speed of innovation orientation and adoption within the organization					

Item	OPERATIONAL DEXTERITY (<i>redesigning operating strategies for ultimate speed and flexibility</i>)	1	2	3	4	5
6	The organization has redesigned its ultimate speed and flexibility as its operating strategies					
7	Our organization incorporates valued complexity in order to create new services and client interactions that are of greater value					
8	Our organization carefully considers how best to make the most of global efficiencies while addressing local requirements					
9	Our organization offer business solutions that incorporate clients, vendors and associates into the business network					
10	Our organization emphasizes extensive change without incremental system or process changes that transform businesses to enjoy enhanced profits through use of emerging technology					

Item	TOTAL QUALITY MANAGEMENT <i>(is a comprehensive and structured approach to organizational management)</i>	1	2	3	4	5
11	My organization uses all resources to ensure quality execution of its operations					
12	My organization has internal self-appraisal processes in place to assess quality administration					
13	Our customers show appreciation for quality service					
14	There is continuous education and training opportunities offered to employees by my organization					
15	My organization regularly and continuously gathers and reviews information on improvement measures					

Item	RESOURCE FLUIDITY <i>(this means being able to flexibly move resources from one place to another as needed)</i>	1	2	3	4	5
16	The hospital embraces fluid reallocation and utilization of capital resources					
17	There is the mobility of people and knowledge, institutionalized job rotation and management embracing knowledge sharing					
18	There is flexible budgeting and continuous change in changing the environment					
19	The size of the hospital is adaptable to the needs that arise					
20	There is a central corporate control over key resources					

SECTION C: COMPETITIVE ADVANTAGE

Instructions: Answer all the following questions using the likert scale of 1 to 5 where:

- 1- Not at all
- 2- to a less extent

- 3- to a moderate extent
- 4- to a great extent
- 5- to a very great extent

Rate the extent to which these statements of competitive advantage relate to your organization.

Item	Competitive Advantage	1	2	3	4	5
1	Our organization's market position can provide strong barriers to entry for other firms					
2	Customers choose my organization for our services					
3	Our organization enjoys relatively low cost of its products and services					
4	Our organization strategy would be difficult and expensive for rivals to replicate					
5	Our organization has high capacity to penetrate new markets					
6	Our organization enjoys a strategic market position					
7	There is mass customization in my company					
8	There is a high level of research and development (best practices) in my company					
9	Our organization is flexible and easily adopts to changes in the environment					
10	Our organization is always pro-active and takes the first step					
11	Our organization constantly comes up with new methods of operations that are cost effective					
12	Our organization is perceived as unique by our customers					
13	Our organization enjoys an attractive market position					
14	Our organization has valuable resources that are difficult to duplicate					