

**INFLUENCE OF STRATEGIC LEADERSHIP ON THE  
PERFORMANCE OF MANAGED EQUIPMENT SERVICES (MES)  
PROJECTS IN LEVEL 4 & 5 HOSPITALS IN NAIROBI  
METROPOLITAN AREA IN KENYA**


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THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION,  
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## DECLARATION

I, Norbert Maosa Ombese hereby declare that this MBA research project entitled Influence of Strategic Leadership on the Performance of Managed Equipment Services (MES) Projects in Level 4 & 5 Hospitals in Nairobi Metropolitan Area in Kenya is my original work and has not been submitted to any other institution, College or University for award of any certificate, Diploma or Degree.

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## SUPERVISOR'S APPROVAL

This MBA Project proposal prepared by Norbert Maosa Ombese has been submitted with my approval as the appointed University supervisor.

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## **DEDICATION**

I dedicate this research project to my parents; Clement Ombese and Symphrosia Bosibori, who have constantly encouraged me throughout my academic struggle and supported me to achieve my cherished academic dream.

## **ACKNOWLEDGEMENTS**

I would like to thank the Almighty God for his faithfulness throughout my academic journey.

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## **ABSTRACT**

The objective of this study was to determine the influence of strategic leadership on the performance of managed equipment services (MES) projects in level 4 & 5 hospitals in Nairobi metropolitan area in Kenya. The study used descriptive survey research design. The target population of the study was the 19 Level 4 & 5 Hospitals in level 4 & 5 hospitals in Nairobi metropolitan area in Kenya. The study therefore had a total of 38 respondents. Questionnaires were used to collect primary data. The quantitative data was analyzed using SPSS. Multiple regression was utilized to establish the relationship between dependent and independent variables. The findings of study were summarized in tables, pie charts and graphs. The study found that a strategic purpose and vision has been developed which enhances the performance of the organization. The study found that to a great extent that achievement of organizational goals enhanced performance. The study found that that guiding juniors regularly, motivation, career development procedure, appraisal of employees, rewards affects organizational performance. The study also found that at 5% level of significance and 95% level of confidence, strategic leadership was significant on performance of managed equipment services (MES) projects in level 4 & 5 hospitals in Nairobi metropolitan area in Kenya. The study concluded that to a great extent that achievement of organizational goals enhanced performance. The study further concluded that the performance of an organization lies in its ability to effectively manage its human and social capital. The study concluded that guiding juniors regularly, motivation, career development procedure, appraisal of employees, rewards affects organizational performance. It is recommended for the leaders of the various departments in level four and five hospital focus on determining strategic purpose and vision in their hospitals as verified in this study. This will ensure that leadership and the employees are moving in the same direction since it assimilates the goals of the organization with those of the individual employees. They also need to focus on effectively managing the resources. This aspect will enhance the competitive advantage of their organizations over their rivals. The organization is able to get the best out of the resources at its disposal.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

Growing a working and well-organized organization performance can turn into a vital capability or even an exceptional competency (Omar & Mahmoud (2014)). Core capabilities are the measures which are major organization activities that permit companies to get an enhanced average amount of achievement over extended period of time. Organization performance aspect results to an improved indebted of the system and the plan of mutual standards (Halawi et al., 2012). Mounting an operative and efficient organization performance can turn into an essential capability or even a unique competency (Ong and Ismail (2014)). An essential competency is any role, which an organization does sound at performing. Core competencies are the procedures which are primary organization actions that allow firms to get a better average amount of accomplishment over long period of time.

This study is anchored on upper echelons theory, supported by traits theory and contingency theory. Trait theory states that an individual personality has a significant impact on the effectiveness of strategic leaders. Eysenck (1990) contends that a leader can be known by looking at their personality traits and how they relate to the roles of a strategic leader in an organization. Carpenter and Sanders (2004) posit that the senior executive of a firm is responsible for formulation and enactment. They interpret the strategic possibilities through their experience, values including other human factors.

Contingency Theory holds that there lacks specific way to manage, plan, organize, lead and control an organization.

The healthcare industry is constantly changing due to various factors including technological advances, policy adjustments, changing disease patterns and increased cost of healthcare, thereby making it difficult for developing countries to keep up with the healthcare requirements of the citizens. This leads to instances where people in developing countries suffer and lives are lost from conditions for which there exist effective interventions. The managed equipment services ("MES") arrangement is one such innovative financing strategy (Robbins et al, 2010). Thus, the motivation of this study is to establish the relationship between strategic leadership, competitive advantage and performance of MES in Level 4 & 5 hospitals in the Nairobi metropolitan area. The health sector service delivery has struggled, but with the onset of technology, governments and management teams of various health facilities have sought ways to improve service delivery using technology.

### **1.1.1 Strategic Leadership**

Strategic leadership is the managerial capability of a firm to expect, predict, keep flexibility, and endow others to generate strategic change and a feasible future of the firm (Kjelin, 2013). It is therefore the capability of the leadership to keep on reinventing motives for the organization's sustained presence. The leader must have the ability to focus on the organization's operational activities and at the same time monitor the changes that affect the organization, both internally and externally (Katee, 2013). Such changes are bound to determine the existence of the organization in the future and the

prospects to grow the firm. Therefore, the performance of any firm is dependent on its leaders. Businesses go down if the leadership aches from the flaws like inability to convince its employees to follow its vision; the failure to counter or recognize threats; misjudging their capability to manage the business' external environment; inability to separate personal needs and those of the firm; a conviction that they are able to tackle all situations, sacking any staff that differ with them; and underrating impediments that have occurred in the past (Ireland and Hitt, 2012; Katee, 2013).

Strategic leadership gives strategies that are essential to remaining competitive and important as companies agree on their mission and best business practices. It has become essential for sustainable development to be capable of learning and develop. The organization risks becoming outdated if it fails to adapt to changing technology, environmental issues, and economic factors. Remaining effective involves a different mindset about managing capital and providing services. Strategic leadership balances a targeted analytical viewpoint with the human sphere of strategy making (Mapetere et al 2012).

### **1.1.2 Organizational Performance**

Organizational performance comprises the actual output or results of an organization as measured against its intended goals and objectives (Richard et.al, 2009). Execution in associations rotates around yield or results which are a measure against deliberately focused on objectives to accomplish as final product. Execution includes hierarchical regions including Financial execution, Product execution in the market, and investor rate of profitability (Richard et.al, 2009). The activity of accomplishing hierarchical execution

is normally joining everything being equal and members who remember all segments and divisions for the association. Of late, numerous associations are overseeing execution strategies incorporating adjusted score card in which yield is represented utilizing various measurements including money related execution, client base, corporate social duty and worker dependability and responsibility towards accomplishment of vital objectives (Munir et.al, 2014).

### **1.1.3 Managed Equipment Services (MES)**

Managed equipment services (MES) game plans include a drawn-out arrangement that is intended to furnish wellbeing offices with reasonable access to wellbeing foundation at a pre-concurred charge. It offers opportunities for advancing improved medicinal services for practical turn of events, by guaranteeing that open emergency clinics approach current wellbeing framework, hardware or potentially benefits over a concurred timeframe, with the administration making ordinary installments dependent on concurred execution boundaries. Rather than the gigantic capital expenses that would some way or another be required for example in building or preparing medical clinics, MES courses of action offer open substances a chance to spread the expense over the agreement time frame, along these lines taking into account manageable planning over extensive stretches of time (Giusti et al., 2020)

The highlights of MES game plans can be custom fitted to suit the necessities of a particular area or wellbeing office, and can include arrangement of physical framework, conveyance of hardware, establishment, administration, upkeep, arrangement of clinical administrations, preparing of existing human services staff, obtainment, counseling e.t.c.

While MES arrangements are ideally suited to the needs of both developed and developing countries by providing an innovative financing structure to address the specific challenges they face in the provision of healthcare services, developing countries may however face challenges in implementing MES arrangements due to inadequate legal framework, and lack of capacity to undertake, implement and supervise such programmes (Giusti et al., 2020)

#### **1.1.4 The Health Care Industry in Kenya**

Kenya's healthcare system has recently been devolved, with funding now managed primarily by the 47 counties that make up the country. However, the government in partnership with private entities have embarked on elaborate investments to upgrade the infrastructure and boost the country's connectivity which has led to more access to services and information (Waema and Ndungu, 2012). The Ministry of Medical Services in collaboration with the Ministry of Public Health and Sanitation drafted a national e-Health strategy paper 2011-2017.

The enterprising individuals and organizations in Kenya have taken the opportunity presented by the platform set by the government. Safaricom set up Call-a-Doc, a mobile health service enabling Kenyans to access medical services over the phone. While MobiDawa, a startup company offering its users targeted information on how to take medication right, explaining the possible side effects, reminding patients when to take their medicine hence improving adherence to dosage and at the same time providing patient feedback to pharmaceutical companies.



According to Mitra and Sen (2014), the mHealth sector in Kenya has placed emphasis on the data collection using mobile devices and behavior change by disseminating key messages and good practices to people. However, they state that numerous mHealth interventions have failed to move beyond the pilot stage as there is no clear consensus as to how to integrate with the regional or national management information system.

## **1.2 Research Problem**

It is widely recognized that in developing countries, strategic leadership, adequate health workforce among others impedes the achievement of the right to health. Ensuring sustainable healthcare through the MES arrangement can only succeed if there are adequate, well trained health workforces who are good strategic leaders. The MES arrangement for the supply and maintenance of medical equipment for instance, would require competent strategic leaders to operate the equipment (Kamau, 2017). Healthcare personnel are therefore at the core of achieving the SDG on health. One way of addressing this challenge is to include the training of local health workers as one of the obligations of the private party in the MES arrangement. While it is possible to include the provision of clinical services and supply of health workers as part of a MES arrangement, the more sustainable approach would be to build the capacity of the locals, for purposes of long-term benefits (Kamau, 2017).

As per the Strategic Investment Plan for Kenya's Ministry of Health for the period 2014 to 2018, one of the objectives towards building a dynamic, responsive and feasible social insurance framework is to fortify joint effort with the private division. In such a manner, Kenya is apparently the primary nation, in Africa as well as perhaps all around, to go into one of the biggest maintainable human services ventures through the MES game plan

including the arrangement, the executives and adjusting of cutting edge clinical gear in roughly ninety-eight (98) medical clinics all through the nation, at an expected expense of United States Dollars Five Hundred Million. The usage of the MES Project in Kenya was the first run through such a structure was being utilized in Africa to prepare wellbeing offices (KHSSP, 2012).

The available writing shows that various investigations have been directed on the effect of vital authority on hierarchical execution. Serfontein (2010) played out an investigation "The effect of vital authority on the operational system and execution of business associations in South Africa". The examination used longitudinal overviews research plan. The investigation was anyway situated in South Africa and along these lines diverse operating conditions from the current examination. Funda and Cihan (2014) led an examination on the impact of key administration styles on firm execution among Turkish SMEs. The examination conveyed a graphic exploration plan and built up that solitary relationship-arranged and transformational administration styles are essentially identified with firm execution. In any case, the examination was just constrained to Turkish SMEs.

Muchiri (2019) did a study on the influence of strategic management practices on sustainable growth of private hospitals in Kenya. The study examined the influence of strategic planning practice, strategic procurement practice, the strategic capability management practice and strategic human resource management practice on sustainable growth of private hospitals. Descriptive statistics, reliability and validity tests of the constructs, correlation, factor and regression analysis models were used to analyze the collected data. Kadzrina and Yen (2016) contemplated vital authority, association

inventiveness, data innovation capacity on successful technique execution. Utilizing illustrative, correlational and relapse examinations techniques, the specialists reasoned that vital authority conduct, hierarchical creativity and IT ability advance the adequacy in organizations.

Katee (2013) examined the impact of vital initiative on the exhibition of business and budgetary state partnerships in Kenya. The investigation utilized longitudinal overview research strategy. In any case, the investigation was restricted on state organizations in Kenya. Abba (2016) explored the impact of key authority on technique usage in business banks in Kenya in an investigation that embraced an engaging and inferential measurements structures. Nthini, (2011) explored on the, "Impact of key authority on execution of business and monetary state companies in Kenya" and discovered that vital initiative positively affect the exhibition of government enterprises. The investigation depended on expressive exploration plan while the ebb and flow study will utilize contextual analysis research structure. Nganga, (2013) concentrated on key authority and execution of assembling firms. Descriptive examination configuration was utilized. The investigation concentrated on assembling firms and in this manner little data can be acquired with respect to social insurance.

In any case, a large portion of the investigations embraced have tended to different segments in the nation's economy and furthermore neglected to evaluate the combined impact of factors, such as, human capital turns of events, authoritative style of administration and vital purpose and vision enunciation on intensity within the healthcare industry. The MES being a newly conceived idea that is being implemented in Kenya as

one of the pioneer sites, this investigation aims to provide decision makers with information in regards to its implementation, as well as fill the information hole that arises by posing the inquiry on: what is the connection between strategic leadership and the performance of MES projects in Level 4 and 5 hospitals in the Nairobi Metropolitan area in Kenya?

### **1.3 Research Objective**

The objective of this study was to determine the influence of strategic leadership on the performance of managed equipment services (MES) projects in level 4 & 5 hospitals in Nairobi metropolitan area in Kenya.

### **1.4 Value of the Study**

The results from this research enhance the knowledge on influence of strategic leadership, competitive advantage and performance of MES in Level 4 & 5 hospitals in Nairobi Metropolitan area in Kenya. These results also aid further studies on other aspects of strategic leadership and organizational competitiveness through providing a reference platform for other researchers.

The administration of Level 4 and 5 hospitals in the Nairobi Metropolitan as well as other healthcare facilities within Kenya and the region at large, and other wellbeing foundations will consider this study value adding. It will be utilized to distinguish a portion of the vital administration best practices and their job in improving seriousness. This will empower Level 4 and 5 hospitals to effectively embrace key initiative practices and stay serious in the market.

The outcome of the study will be profitable to policy makers. This include the Ministry of Health in setting policies that enable health institutions top management executives to craft and implement strategies that will boost performance of the health institutions. This will lead to uniformity in policy adoption by the top management and thus promote fair competition among health institutions.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents theoretical review, strategic leadership, strategic leadership and firm competitiveness, summary of literature and knowledge gap and conceptual framework.

#### **2.2 Theoretical Foundation**

This section presents detailed coverage of the theories supporting this study; they include upper echelons theory, trait theory and contingency theory. The discussion of these theories is based on several research works by critics and the proponents. The arguments raised in the theories have been done in line with the study objectives to depict relevance and application to the study.

##### **2.2.1 Upper Echelons Theory**

The upper echelons theory is founded upon the dominant coalition idea (Cyert & March, 1963) positing that executives impact the organizational performance through their decisions (Hambrick & Mason, 1984). The “dominant coalition” concept indicates that idiosyncratic processes, social biases and filters at the top of the organization have substantive impact on competitive behaviours. According to Hambrick (1994), the competitive behaviours are expected to influence the organization’s performance.

The upper echelons theory submits that decision making among executives align with their executive orientation (Finkelstein & Hambrick, 1996) or cognitive base (Hambrick & Mason, 1984) or, consisting of two elements: observable experiences and psychological characteristics (including values, cognitive models and personality factors). According to Hambrick and Mason (1984), there exists a strong correlation between strategic decision-making and organizational performance. Hambrick (1989) argues that in order to maintain proper organizational operations, efforts of the entire team are required and not just individual effort.

Hambrick et al. (1984) contend that individual attributes controlled by senior officials' persuasions the result of an association. It is normal that key administration will affect emphatically on authoritative execution. Hollenbeck, DeRue and Mannor (2006) contend that the socioeconomics characteristics of the administration extraordinarily add to seriousness and firm execution. A comprehension of the variables that reinforce psychological ethics and view of the official administration molding authoritative vital way and progressing in the direction of accomplishing set objectives.

### **2.2.2 Traits Theory**

This theory is an approach to the study of human personality, primarily focusing on the measurement of traits, which can be defined as habitual patterns of behavior, thought, and emotion (Allport 1937). He demonstrated that cardinal characteristics control and shapes the conduct of a person. A model is the requirement for notoriety. Then again, focal qualities are properties that are found in each individual somewhat and optional

characteristics are those attributes that are seen uniquely in explicit conditions so as to give a total image of human multifaceted nature (Eysenck, 1990; Costa and McCrae, 2011).

The fundamental analysis of this hypothesis is that it pegs adequacy of a pioneer on intrinsic passionate instruments and confines the significance getting aptitudes through giving information on people through school (Pervin, 1994). Now and again, inalienable qualities are not as unbending or significant when driving as the hypothesis assumes. The hypothesis doesn't consider conditions that may influence the result given separate situations call for independent practices from pioneers.

The pertinence of this theory is that it helps an association to distinguish a pioneer from their characteristics and qualities that are fundamental in driving. A portion of these characteristics incorporate honesty, sympathy, confidence, dynamic and affability. Be that as it may, none of these attributes, nor a particular blend of them can ensure accomplishment by a vital pioneer. Qualities are conduct that radiate from the things that experience singular personalities. It is viewed as an inner conviction and procedures that are basic for compelling key administration (Costa and McCrae, 2011)

### **2.2.3 Contingency Theory**

The basic assertion of the contingency theory is that the environment in which the organization operates determines the best way for it to organize (House, 1996). The Concept of Strategic Leadership is anchored on the Contingency Theory of leadership.



Fiedler (1967) argued that the effectiveness of a leader depends on the interaction of the style and features of the leader identified as the leader's ties, the arrangement of tasks and the leadership strength. Situation around a company will build a management's specific style of leadership. The way a director wants to fix a problem depends on the factors affecting the situation (Bolden, 2003).

While the contingency method is intended to apply to all facets of management and not just organization and management, contingency solutions beyond organizational theory and leadership theory have been little further established. Unfulfilled with the usefulness of Fiedler's Leadership Contingency Theory led to the development of theory of leadership based on features. Different aspects of the situation are found to influence the performance of different types of leadership. The degree to which the executive relies, the extent to which the executive is organized, and the hierarchical authority of its manager constitutes the primary determinants of the management situation, Fiedler suggests (Gathungu and Kithusi, 2018)

### **2.3 Strategic Leadership and Organizational Competitiveness**

The abilities of a firm's leaders to efficiently inspire critical organizational transformations in business phenomena that include processes, products and/or services are important since resolutions by the leaders bear a huge impact on the performances of firms and general business successes (Guimaraes, Brandon & Guimaraes, 2010). Consequently, organizational competitiveness is the greatest crucial aspect that determines the ultimate performance recorded by a firm (Cristian-Liviu, 2013) and

strategic leadership is hugely viewed among the important aspects that enhance competitiveness of a firm over a long period of time.

Barney and Hesterly (2014) asserted that there exist two classifications of an association' intensity: transitory and economical seriousness. They further explain that authoritative seriousness normally brings about expanded business benefits, nonetheless, these benefits strengthen rivalry with the opposition further restricting the span of the intensity henceforth most seriousness accomplished by associations go to be brief.

Ireland and Hitt (2012) affirmed that when key initiative viewpoints are satisfied effectively, the association' vital authority exercises can end up being a wellspring of intensity. Moreover, vital administration inside a firm that takes into consideration the creating of its capacities has likewise the ability of continuing its intensity. Various firms have attempted to achieve and continue seriousness through exploiting assets and abilities in accordance with the asset-based view (Omar and Mahmoud, 2014).

#### **2.4 Strategic Leadership and Organizational Performance.**

Strategic leadership is the potential to express strategic vision for an organization including persuasion of stakeholders to contribute to the same vision through utilization of the same strategy. This involves the influencing participants towards executing organizational change. (Hitt et al., 2007). The ability by managers to motivate their staff towards successful implementation of a strategy includes describing to them of the intent to adopt a new strategy through having a vision for the organization by persuasive and motivational engagements to encourage on board all the key individuals required for the

success of the process. This ensures that key managers in the organization have with them the vision and utilize the same in motivating by utilizing the strategy in managing their employees (Gathungu, 2018).

Strategic leadership involves the potential to advice and attract organizational stakeholders in adopting and implementing change for the success of the organization. Through different and informed leadership approaches, an organization can automatically define influence their vision and growth and therefore a definition of its success or failure (Gathungu, 2018). It's a requirement for managers who oversee the success of a strategy to have and retain the necessary skills and information for success in this exercise of change implementation of new strategies may appear ambiguous in the initial stages and therefore management of the same requires strategic leaders for total ownership, provision of direction and closer working relationship with their groups towards implementation of this change. (Ireland& Hokinson, 2012).

One important aspect of strategic leadership is that from its begging, it is geared towards strategic productivity and developing an environment in which participants are able to tell of the organizational needs through their skills as related to their key assignments in the project. Managers as strategic leaders are mandated with encouraging participants in their organizations in to stick to the laid down ideas and procedures as they utilize reward methods and other incentive systems to continuously motivate their employees for improved productivity, quality output and therefore continuous growth and performance of the organization. The task of strategic leadership entails abilities to invent, perceive

and define a plan to assist participants and stakeholders towards realization of objectives and goals (Kaplan & Norton, 2004).

## **2.5 Empirical studies and Knowledge Gaps**

Funda and Cihan (2014) directed an examination on the impact of vital authority styles on firm execution among Turkish SMEs. The investigation sent an expressive exploration plan and set up that lone relationship-situated and transformational administration styles are fundamentally identified with firm execution with transformational authority having the most grounded impact on an organizations' exhibition. The investigation was just restricted to Turkish SMEs. Kadzrina and Yen (2016) contemplated vital administration, association imaginativeness, data innovation ability on viable methodology execution. Utilizing graphic, correlational and relapse examinations strategies, the scientists reasoned that key initiative conduct, hierarchical imaginativeness and IT ability advance the adequacy in organizations. The examination didn't anyway survey the impact of vital administration on authoritative seriousness.

Muchiri (2019) did a study on the influence of strategic management practices on sustainable growth of private hospitals in Kenya. The study assessed strategic management practices of level three to level six accredited hospitals in Kenya. The findings of the study showed that strategic planning practice, strategic capability management and strategic human resource management had a statistically significant positive influence on sustainable growth of private hospitals in Kenya. It however, constrained its findings to private hospitals only and did not tackle the MES projects in the Level 4 & 5 public hospitals.

Serfontein (2010) played out an examination "The effect of vital administration on the operational methodology and execution of business associations in South Africa". The investigation used longitudinal studies research plan. The exploration set up that components of vital initiative are proportionately related with execution of associations in South Africa. Wendy (2012) contemplated the connection between key authority and key arrangement in high-performing organizations. The examination utilized cross-sectional study technique. The examination set up that vital administration emphatically impacts hierarchical key arrangement that likewise influences the organization'. The analyst anyway did not quantify vital authority against authoritative seriousness.

Palladan, Kadzrina and Chong (2016) tried the connection between key initiative and seriousness of tertiary firms in Nigeria and it was uncovered that vital administration practices, for example, vital bearing contributed towards upgrading upper hand. The examination depended on Nigeria and consequently little can be acquired in the current investigation. Greenberg (2011) investigated Slovenian assistance firms utilizing unmistakable exploration structure and inferred that absence of vital authority had a critical and negative effect on vital plans. He contended that vital initiative gave guidance to the association by direct the representatives in progressing in the direction of achieving set objectives. Firms that grasped key authority rehearses in the execution of key plans recorded better exhibitions.

Katee (2013) examined the impact of key administration on the presentation of business and money related state companies in Kenya. The exploration inferred that key administration viewpoints, for example, authoritative culture, moral practices and

hierarchical controls emphatically impact a firm' execution. This examination was anyway directed on state partnerships subsequently the discoveries may not really be relevant in the wellbeing segment. Abba (2016) inspected the effect of vital initiative on procedure execution at the Kenya business bank. utilizing causal exploration structure. The examination discovered that educated dynamic as a part of key authority impact procedure execution inside the banks. Be that as it may, the investigation neglected to interface vital administration to the seriousness of the wellbeing establishments

Nganga (2013) set up a high direct connection between execution of assembling firm and key initiative utilizing causal exploration plan. He discovered that organizations which had utilized on key administration had the option to withstand the monetary difficulties influencing the business and adjust themselves to achieve upper hand. Nthini (2011) looked for to effect of vital administration on the exhibition of business and budgetary state companies in Kenya. An engaging examination configuration was utilized. The examination found that key authority positively affect the presentation of state companies. The exploration anyway constrained its territory of study to state companies.

Masungo et al. (2015) did an examination on impact of vital administration on the exhibition of decayed government framework inferred that key initiative essentially and decidedly influence execution. The exploration anyway constrained its zone of study to Kakamega County Government consequently the discoveries may not be appropriate in a Health association. Ndunge (2014) inspected impact of key initiative on execution of progress the board rehearses in business banks utilizing engaging examination structure. The investigation discovered that key initiative impacted execution of progress the

executives rehearses in business banks. In any case, the investigation concentrated on usage of progress the board rehearses and gave little consideration to intensity.

**Table 2.1: Summary of Empirical Studies and Knowledge Gaps**

<b>Study</b>	<b>Methodology</b>	<b>Key Findings</b>	<b>Knowledge Gaps</b>
Relationship between strategic leadership and strategic alignment in high performing companies. Wendy (2012)	Quantitative research design using two questionnaires.	The study established that strategic leadership positively impacts organizational strategic alignment that also affects the company's performance	The researcher however did not to measure strategic leadership against organizational competitiveness and further limited the study to only firms in South Africa
Effect of strategic leadership on the performance of commercial and financial state corporations in Kenya. Katee (2013)	Descriptive survey design using a semi structured questionnaire.	The research concluded that strategic leadership aspects such as organizational culture, ethical practices and organizational controls positively influence a firm's performance	This research was however conducted on state corporations hence the findings may not necessarily be applicable in the health care sector
Impact of strategic leadership on	Descriptive research method using a	The study found out that informed decision making	The study failed to link strategic leadership to the

strategy implementation at the Kenya commercial bank. Abba (2016)	questionnaire	as an aspect of strategic leadership influence strategy implementation within the banks.	competitiveness of the health care sector
Influence of Strategic Management Practices Sustainable Growth of Private Hospitals in Kenya. Muchiri (2019)	Stratified random sampling using self-administered questionnaires	The study assessed Strategic Management Practices of level three to level six accredited hospitals in Kenya.	The study did not cover the MES projects in Level 4 and 5 public hospitals.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the exploration system to be attempted during the examination. It covers research plan, populace, inspecting methods, information assortment instruments and strategies, information handling and investigation. To build up a comprehension of the linkage between Strategic leadership and the execution of MES in Level 4 and 5 hospitals in the Nairobi Metropolitan area, this investigation received both a contextual investigation research plan and connection research structure. Both subjective and quantitative methodologies were likewise be adopted.

#### **3.2 Research Design**

Thornhill et. al (2003) opined that a study design needs to take into account the data sources and the study limitations that include time, finances, ethical issues and accessibility of data. In this study, the researcher utilized a descriptive survey research design which according to an argument by Kothari (2005), entails the identification of the possible sample of respondents while utilizing questionnaires as the data collection tool.

#### **3.3 Target Population**

The target population of the study was the 19 Level 4 & 5 Hospitals in Nairobi Metropolitan area (Appendix II). Two respondents that include the head of department and line manager from the strategic or planning departments of each of the hospitals were selected as respondents. The study therefore had a total of 38 respondents. This category of respondents were viewed to have the knowledge and experience which assisted in

collecting precise information on the influence of strategic leadership in the performance of Level 4 & 5 hospitals in Nairobi Metropolitan area.

### **3.4 Data Collection**

This study used quantitative data collection methodologies in the form of a structured questionnaire (Appendix III). The surveys utilized to gather essential information and focus on two respondents that incorporate the medical superintendent and the head of radiology unit or the head of ICU/HDU/Theatre of each of the level four and five hospitals in Nairobi Metropolitan area in Kenya, who were required to fill and return the structured questionnaire inside three days. This decreased the level of lost polls thus improving the reaction rate. The scientist likewise utilized the administrations of two examination colleagues in giving and gathering the surveys.

### **3.5 Data Analysis**

The data collected was entered and analyzed using the Statistical Package for Social Sciences (SPSS) and Micro Soft Excel. Descriptive statistics mainly the Measures of the Central Tendency (Mean, frequencies, and percentages) were used to describe the findings. Wangombe (2007), Ngugi (2007) and Muhindi (2007) have used this method successfully in their research projects. The findings were presented using charts and tables where applicable. Before processing the data, the questionnaires were checked for completeness and consistency. The descriptive statistics constituted measures of central tendencies such as means, standard deviations and frequency distribution. Inferential statistics involved regression analysis undertaken to establish the association between the

study variables. A straightforward various relapse model appeared beneath was embraced in this exploration;

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where;

Y – Organization Performance

X<sub>1</sub>–Style of leadership;

$\beta_0$  and  $\beta_1$  are the regression equation coefficients

$\varepsilon$  -Error term

## **CHAPTER FOUR**

### **DATA ANALYSIS, RESULTS AND DISCUSSION**

#### **4.1 Introduction**

This chapter presents the findings on the influence of strategic leadership on the performance of managed equipment services (MES) projects in level 4 & 5 hospitals in Nairobi metropolitan area in Kenya. The chapter introduces the analysis conducted as per the research objective.

#### **4.2 Background of Organizations**

This study focused on Level 4 and 5 hospitals within the Nairobi Metropolitan area. These were county government hospitals that were under the Managed Equipment Services program. The equipment received included; theatre equipment, surgical and CSSD, renal dialysis equipment, intensive care units and radiology equipment.

#### **4.3 Organizational Characteristics**

The level 4 hospitals in this study were found to provide holistic services and ran by medical superintendents. They had theatres and radiology facilities ran by Head of Departments (HODs) who were also interviewed for this study.

Level 5 hospitals offered referral services and were ran by Chief Executive Officers (CEOs) most of whom were medical professionals. In addition, these hospitals had intensive care units, renal dialysis units and radiology departments all run by HODs, who responded to questionnaires for this study.

#### 4.4 Questionnaire Response Rate

This part analyzes information on the questionnaires that were returned from the field.

**Table 4.1. Response Rate**

<b>Response</b>	<b>Frequency (n)</b>	<b>Percentage (%)</b>
Filled in questionnaires	31	81.5
Un returned questionnaires	7	18.5
<b>Total Response Rate</b>	<b>38</b>	<b>100</b>

**Source: Field data, (2020)**

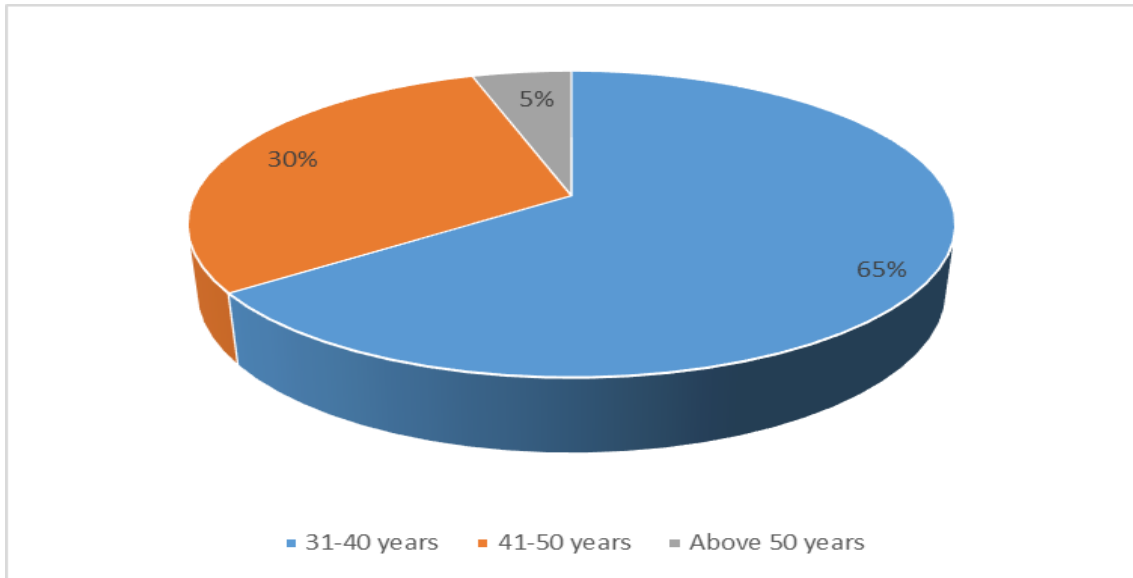
Table 4.1 presents the response rate of the sampled population, of which 31 questionnaires were returned duly filled in making a response rate of 81.5%. The response rate was representative and was adequately used to answer the research question. Kothari (2009) stated that a response rate which is above 50% is appropriate for data analysis as well as reporting. In addition, he stated that a response rate of 60% is good and that of 70% is excellent.

#### 4.5. Background of Information

The background information included age, highest level of education, strategic leadership, and how effective it has been. The findings are presented in the following subsections:

##### 4.5.1. Respondent Age

The respondents were requested to indicate their age. Accordingly, the findings are as presented in Figure 4.1.



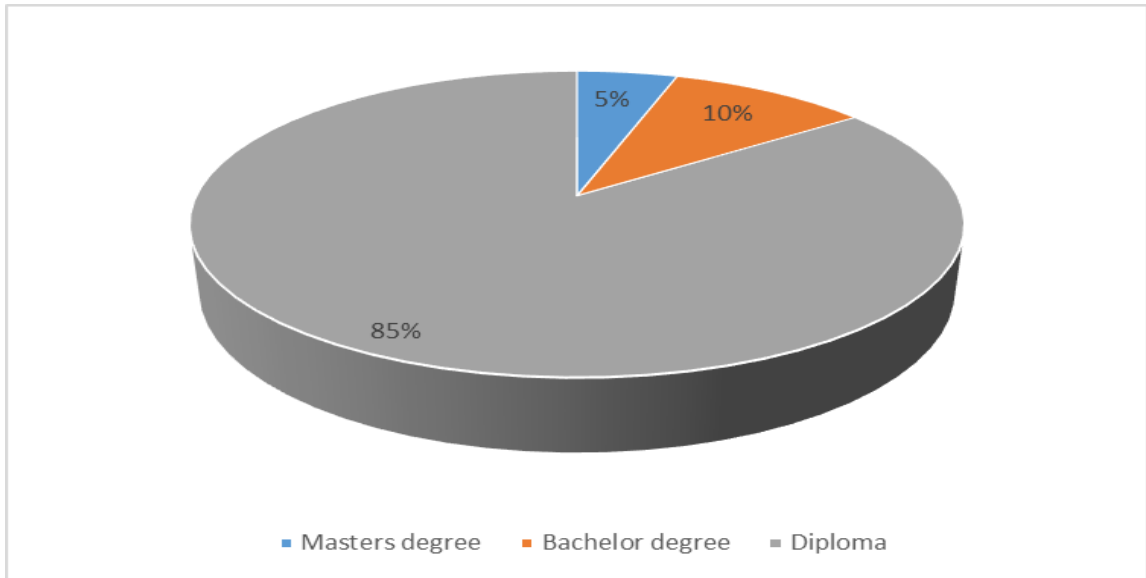
**Figure 4.1. Respondent Age**

**Source: Field data, (2020)**

Figure 4.1 presents the respondent age, with majority (65%) of the respondents aged between 31-40 years, 30% indicated 41-50 years, while 5% indicated above 50 years. This shows that most of the respondents were aged between 31-40 years.

#### **4.5.2. Respondent Highest Level of Education**

The respondents were requested to indicate their highest level of education. Accordingly, the findings are as presented in Figure 4.2.



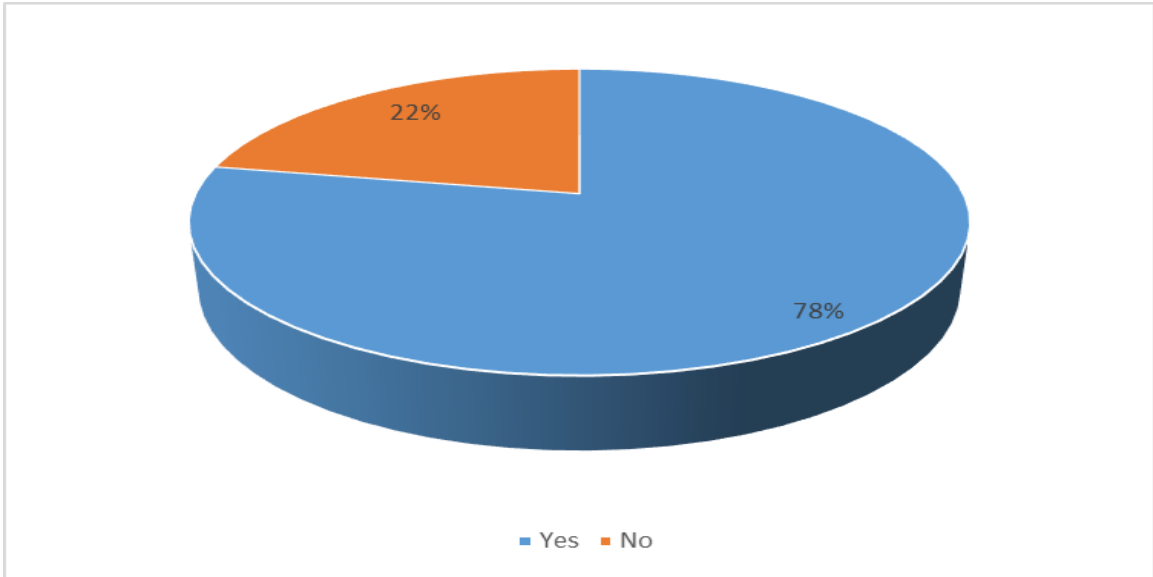
**Figure 4.2. Respondent Highest Level of Education**

**Source: Field data, (2020)**

Figure 4.2 presents the respondent highest level of education with majority (85%) of the respondents having diploma level of education, 10% had degree level of education, while 5% had master's degree level of education. This shows that majority of the respondents were learned and thus could provide relevant information in relation to strategic leadership and organization performance.

#### **4.5.3. Strategic Leadership Adopted in the Firm**

The respondents were requested to indicate whether strategic leadership had been adopted in their firm. Accordingly, the findings are as presented in Figure 4.3.



**Figure 4.3. Strategic Leadership Adopted in the Firm**

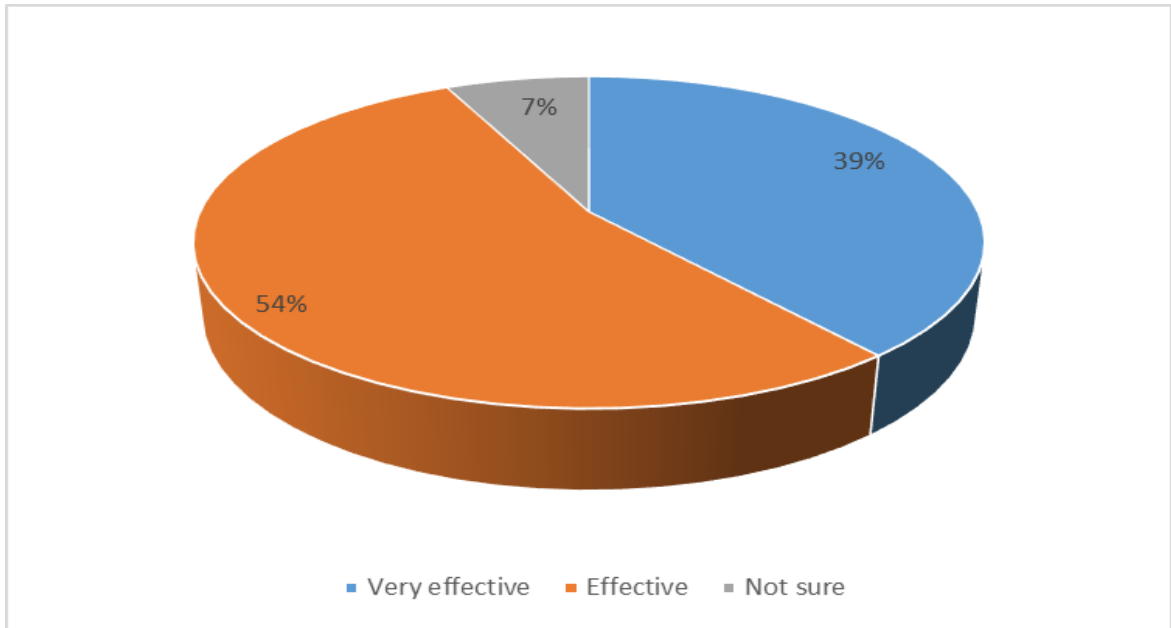
**Source: Field data, (2020)**

Figure 4.3 presents the strategic leadership adopted in the firm with majority (78%) of the respondents indicating that their firm had adopted strategic leadership while 22% were of the contrary opinion. This depicts that majority of the firms had adopted strategic leadership.

#### **4.5.4. Effectiveness of the Strategic Leadership Adopted in the Firm**

The respondents were requested to indicate how effective was the strategic leadership adopted in their firm. Accordingly, the findings are as presented in Figure 4.4.





**Figure 4.4. Effectiveness of the Strategic Leadership Adopted in the Firm**

**Source: Field data, (2020)**

Figure 4.4 presents the effectiveness of the strategic leadership adopted in the firm with majority (54%) of the respondents indicating that the strategic leadership adopted in their firm was effective, 39% indicated very effective while 7% were not sure. This depicts that the strategic leadership adopted in the firm was effective.

#### **4.6. Strategic Leadership**

This section presents findings on strategic leadership which are presented in the following subsections:

##### **4.6.1. Extent of Agreement on Strategic Leadership and Performance**

The respondents were requested to indicate the extent of agreement on how various aspects of leadership enhance performance.

**Table 4.2. Extent of Agreement on Strategic Leadership and Performance**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev</b>	<b>CV</b>
A strategic purpose and vision has been developed which enhances the performance of the organization	31	4.12	0.1834	0.0445
The organization's resources are effectively managed and they are only utilized for the right purpose	31	3.80	0.1324	0.0348
The organization has a distinct culture that is fostered among employees which increases productivity and overall performance	31	3.73	0.2081	0.0558
There is an established balance between strategic and financial controls which has an influence on performance	31	3.95	0.2189	0.0554
The relationship between employees and leadership is very good	31	3.77	0.2219	0.0589

**Source: Field data, (2020)**

Table 4.2 presents the extent of agreement on strategic leadership and performance with the respondents agreeing that a strategic purpose and vision had been developed which enhances the performance of the organization (mean=4.12), followed by there is an established balance between strategic and financial controls which has an influence on performance (mean=3.95), the organization's resources are effectively managed and they are only utilized for the right purpose (mean=3.8), the relationship between employees

and leadership is very good (mean=3.77), and that the organization has a distinct culture that is fostered among employees which increases productivity and overall performance (mean=3.73). This depicts that a strategic purpose and vision has been developed which enhances the performance of the organization.

#### 4.6.2. Enhancement of Performance

The respondents were requested to indicate the extent to which various practices have enhanced performance. The findings are shown in table 4.3

**Table 4.3. Enhancement of Performance**

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev</b>	<b>CV</b>
Reduced staff turn-over rates	31	3.81	0.2013	0.0528
Increased organizational productivity	31	4.04	0.1258	0.0311
Satisfaction of employee	31	4.09	0.2219	0.0543
Achievement of organizational goals	31	4.16	0.2024	0.0487
Enhanced employee creativity	31	3.99	0.2119	0.0531

**Source: Field data, (2020)**

Table 4.3 presents the enhancement of performance with the respondents indicating to a great extent that achievement of organizational goals enhanced performance (mean=4.16), followed by satisfaction of employee (mean=4.09), increased organizational productivity (mean=4.04), enhanced employee creativity (mean=3.99), and reduced staff turn-over rates (mean=3.81). This depicts that to a great extent that achievement of organizational goals enhanced performance.

### 4.6.3. Extent of Agreement on Human Capital Development and Performance

The respondents were requested to indicate the extent of agreement on how various aspects of human capital development enhance performance. The findings are shown in table 4.4

**Table 4.4. Extent of Agreement on Human Capital Development and Performance**

Statement	N	Mean	Std. Dev	CV
The performance of an organization lies in its ability to effectively manage its human and social capital	31	3.82	0.8901	0.2330
Social capital hugely relates to human capital in their impact on organizational performance	31	3.68	0.7723	0.2099
To enhance performance, organization' strategic leaders need to be conversant with the firm' social capital within and outside the organization	31	3.58	0.9240	0.2581
Human capital development within an organization impacts individual to achieve performance improvement	31	3.52	0.8245	0.2342
Effective human capital development strategies should be based on the performance of the firm' business environment	31	3.79	0.8112	0.2140

**Source: Field data, (2020)**

Table 4.4 presents the extent of agreement on human capital development and performance with the respondents agreeing that the performance of an organization lies in its ability to effectively manage its human and social capital (mean=3.82), followed by effective human capital development strategies should be based on the performance of the firm' business environment (mean=3.79), social capital hugely relate to human capital in their impact on organizational performance (mean=3.68), to enhance performance, organization' strategic leaders need to be conversant with the firm' social capital within and outside the organization (mean=3.58), and that human capital development within an organization impact individuals to achieve performance improvement (mean=3.52). This depicts that the performance of an organization lies in its ability to effectively manage its human and social capital.

#### **4.6.4. Strategic Intent and Vision Articulation**

The respondents were requested to indicate the likelihood of how various aspects of strategic intent and vision articulation influence organizational performance. The findings are shown in table 4.5

**Table 4.5. Strategic Intent and Vision Articulation**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev</b>	<b>CV</b>
The firm' aggressiveness of becoming a winner in a marketplace	31	1.09	0.5201	0.4772
Efficient execution of an organization' strategic vision and mission	31	1.22	0.5623	0.4609
Clearly defining the path followed by the organization in executing its vision	31	1.99	0.5248	0.2637
Complete understanding of a firm' stakeholders	31	1.73	0.5119	0.2959
Intent strategic leadership assessment of the organization' business environment	31	1.86	0.5430	0.2919

**Source: Field data, (2020)**

Table 4.5 presents the strategic intent and visual articulation with the respondents indicating that it was very likely that the firm' aggressiveness of becoming a winner in a market place influenced organization performance (mean=1.09), followed by efficient execution of an organization' strategic vision and mission (mean=1.22), complete understanding of a firm' stakeholders (mean=1.73), intent strategic leadership assessment of the organization' business environment (mean=1.86, and that clearly defining the path followed by the organization in executing its vision influences performance(mean=1.99). This depict that it was very likely that the firm' aggressiveness of becoming a winner in a marketplace influenced organization performance.

## 4.7. Strategic Leadership and Performance

This section presents findings on strategic leadership and performance which are presented in the following subsections.

### 4.7.1. Extent of Agreement on Strategic Leadership and Performance

The respondents were requested to indicate the extent of agreement on strategic leadership and performance. The findings are shown in table 4.6

**Table 4.6. Extent of Agreement on Strategic Leadership and Performance**

Statement	N	Mean	Std. Dev	CV
Goal setting affects organizational performance	31	4.14	0.1141	0.0276
Vision and mission statement determine organizational performance	31	4.20	0.1123	0.0267
Efficiency and internal operations play an important role in organizational performance	31	3.85	0.1235	0.0321
Guiding juniors regularly, motivation, career development procedure, appraisal of employees, rewards affects organizational performance	31	4.23	0.1580	0.0374
Productivity determines organizational performance	31	3.98	0.1256	0.0316

**Source: Field data, (2020)**

Table 4.6 presents the extent of agreement on strategic leadership and performance with the respondents agreeing that guiding juniors regularly, motivation, career development procedure, appraisal of employees, rewards affects organizational performance

(mean=4.23), followed by vision and mission statement determines organizational performance (mean=4.2), goal setting affects organizational performance (mean=4.14), productivity determines organizational performance (mean=3.98), and that efficiency and internal operations plays important role in organizational performance (mean=3.85). This depicts that guiding juniors regularly, motivation, career development procedure, appraisal of employees, rewards affects organizational performance.

#### 4.7.2. Extent of Agreement on Organization Performance

The respondents were requested to indicate the extent of agreement on statements with regard to organization performance. The findings are shown in table 4.7

**Table 4.7. Extent of Agreement on Organization Performance.**

Statement	N	Mean	Std. Dev	CV
Average waiting time for patients before getting served at the radiology and casualty departments affect organization performance	31	4.09	0.2409	0.0589
Variety of healthcare services help improve organization performance	31	3.77	0.2158	0.0572
Number of healthcare workers i.e. sonographers, radiologists help lessen the tasks and thus improve organization performance	31	3.85	0.2098	0.0545
Any follow ups improve the organization competency	31	3.56	0.2341	0.0658

**Source: Field data, (2020)**



Table 4.7 presents the extent of agreement on organization performance with the respondents agreeing that average waiting time for patients before getting served at the radiology and casualty departments affect organization performance (mean=4.09), followed by number of healthcare workers i.e. sonographers, radiologists help lessen the tasks and thus improve organization performance (mean=3.85), variety of healthcare services help improve organization performance (mean=3.77), and that any follow ups improves the organization competency (mean=3.56). This depicts that respondents agreed that average waiting time for patients before getting served at the radiology and casualty departments affect organization performance.

#### **4.8. Regression Analysis**

The study utilized multiple regression analysis to find out the relationship between the predictor variables and performance of managed equipment services (MES) projects in level 4 & 5 hospitals in Nairobi metropolitan area in Kenya. The study utilized SPSS version 24 to generate output of the regression statistics after cleaning and coding data from the field. The coefficient of determination was used to explain how the change in the dependent variable can be explained by the change in the independent variables. The dependent variable for the current study was performance of managed equipment services (MES) projects in level 4 & 5 hospitals in Nairobi metropolitan area in Kenya while the independent variable was strategic leadership.

### 4.8.1. Model Summary

The model summary in Table 4.8 shows the relationship between the predictor variable and performance of managed equipment services (MES) projects in level 4 & 5 hospitals in Nairobi metropolitan area in Kenya. The results are as indicated in Table 4.8

**Table 4.8. Model Summary**

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	F	P-value
1	0.747	.558	.565	.34309	31.341	.001

**Source: Field data, (2020)**

a. Predictors: (Constant), Strategic Leadership

b. Dependent Variable: performance of managed equipment services (MES) projects in level 4 & 5 hospitals in Nairobi metropolitan area in Kenya

Table 4.8 presents the model summary with  $R^2$  found to be 0.558 which is 55.8% difference in performance of managed equipment services (MES) projects in level 4 & 5 hospitals in Nairobi metropolitan area in Kenya. The difference is explained by the independent variable in the model. In addition, from the table the unexplained difference of 44.2% is a result of other factors not in the model. From the results in the table it can be depicted that the model is good and can be utilized for the purposes of estimation (sig value is less than 0.05).

### 4.8.2 ANOVA Results

Table 4.9 presents the findings on ANOVA results of the relationship between the predictor variable and performance of managed equipment services (MES) projects in

level 4 & 5 hospitals in Nairobi metropolitan area in Kenya. The findings are as shown in Table 4.9

**Table 4.9: ANOVA of the Regression**

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	5.062	1	5.062	43.005	.000 <sup>a</sup>
	Residual	3.422	29	.118		
<b>Total</b>		<b>8.484</b>	<b>30</b>			

**Source: Field data, (2020)**

a. Predictors: (Constant), Strategic Leadership

b. Dependent Variable: performance of managed equipment services (MES) projects in level 4 & 5 hospitals in Nairobi metropolitan area in Kenya

Table 4.9 presents ANOVA of the regression where the significant value was 0.000 which is way below 0.005 thus showing the model was statistically significant. This depicted that the model would be used in predicting the relationship between strategic leadership and performance of managed equipment services (MES) projects in level 4 & 5 hospitals in Nairobi metropolitan area in Kenya. From the model it was further found that the F critical (5.062) was less than the F calculated (value = 43.005) and thus the model was statistically significant.

### **4.8.3 Coefficient of Determination**

Table 4.10 provides the coefficient of determination on the relationship between the predictor variable and performance of managed equipment services (MES) projects in

level 4 & 5 hospitals in Nairobi metropolitan area in Kenya. The findings are as shown in Table 4.10

**Table 4.10: Coefficient of Determination**

	Unstandardized		Standardized		
	Coefficients		Coefficients		
	B	Std. Error	Beta	T	Sig.
Model 1(Constant)	0.349	0.573		11.610	0.546
Technological					
Innovation	0.955	0.146	0.747	6.558	0.000

a. **Dependent Variable:** performance of managed equipment services (MES) projects in level 4 & 5 hospitals in Nairobi metropolitan area in Kenya

**Source: Field data, (2020)**

Table 4.10 presents the coefficient of determination where simple regression analysis was conducted as to determine the influence of strategic leadership on performance of managed equipment services (MES) projects in level 4 & 5 hospitals in Nairobi metropolitan area in Kenya. According to the SPSS the following equation was generated:

$$(Y = \alpha + \beta_1 X_1 + \epsilon)$$

Becomes:

$$(Y = 0.349 + 0.955 X_1 + \epsilon)$$

From the regression taking the independent variable at constant (strategic leadership) constant at zero, performance of managed equipment services (MES) projects in level 4 & 5 hospitals in Nairobi metropolitan area in Kenya was 0.349. The data findings also

indicated that holding other independent variables at constant zero, a unit increase in strategic leadership will lead to a 0.955 increase in performance of managed equipment services (MES) projects in level 4 & 5 hospitals in Nairobi metropolitan area in Kenya. At 5% level of significance and 95% level of confidence, strategic leadership was significant on performance of managed equipment services (MES) projects in level 4 & 5 hospitals in Nairobi metropolitan area in Kenya.

## **4.9. Discussion of Results**

This section presents the discussion of results on influence of strategic leadership on the performance of managed equipment services (MES) projects in level 4 & 5 hospitals in Nairobi metropolitan area in Kenya. The results are presented in relation to study objectives where the results are related with what other researchers found in relation to the subject of the study.

### **4.9.1. Strategic Leadership**

The study found that a strategic purpose and vision has been developed which enhances the performance of the organization. The findings agree with a study by Ireland and Hitt, (2005) who established an association between the leader's attributes, a firm's strategies, and its operational excellence. When the owners and top management are involved in determining a path of the firm, it automatically expands its performance. The main component of strategic leadership and organizational performance is the management's capability to utilize the organization's resources while taking into consideration the current and future environmental factors. The survival and excellence of a firm is determined by its ability to withstand the market challenges and create a competitive

advantage in industry. This is achieved if the management employs strategic leadership skills in its operations.

The study found that to a great extent that achievement of organizational goals enhanced performance. The study further found that the performance of an organization lies in its ability to effectively manage its human and social capital. Additionally, the study found that it was very likely that the firm's aggressiveness of becoming a winner in a market place influenced organization performance. Lamb, (2009) states that strategic leadership contributes to improved performance as it transforms the firm and its operations to be optimized in terms of having long term growth and survival and at the same time short term financial health (Lamb, 2009). Strategic leaders put emphasis on building the firm's resources and competencies so as to achieve competitiveness in the market. Strategic leaders are aware that concentrating on the current situations and ignoring the key issues that are affected by the turbulent environment will lead to organizational disaster.

#### **4.9.2. Strategic Leadership and Organization Performance**

The study found that that guiding juniors regularly, motivation, career development procedure, appraisal of employees, rewards affects organizational performance. These findings were similar to those of Nthini (2011) who found that strategic leadership has a positive impact on the performance of state corporations. The study also found that at 5% level of significance and 95% level of confidence, strategic leadership was significant on performance of managed equipment services (MES) projects in level 4 & 5 hospitals in Nairobi metropolitan area in Kenya. The findings are in agreement with a study by Nganga (2013) who established a high linear relationship between performance of a firm

and strategic leadership. He found out that firms which had leveraged on strategic leadership were able to withstand the economic challenges affecting the industry and align themselves to attain competitive advantage and the overall organization performance.

Additionally, Hitt et al., (2007) strategic leadership is the potential to express strategic vision for an organization including persuasion of stakeholders to contribute to the same vision through utilization of the same strategy. This involves influencing participants towards executing organizational change. The ability by managers to motivate their staff towards successful implementation of a strategy includes describing to them of the intent to adopt a new strategy through having a vision for the organization by persuasive and motivational engagements to encourage on board all the key individuals required for the success of the process. This ensures that key managers in the organization have with them the vision and utilize the same in motivating by utilizing the strategy in managing their employees.

Strategic leadership involves the potential to advice and attract organizational stakeholders in adopting and implementing change for the success of the organization. Through different and informed leadership approaches, an organization can automatically define, influence their vision and growth and therefore a definition of its success or failure. It's a requirement for managers who oversee the success of a strategy to have and retain the necessary skills and information for success in this exercise of change implementation of new strategies may appear ambiguous in the initial stages and therefore management of the same requires strategic leaders for total ownership,

provision of direction and closer working relationship with their groups towards implementation of this change (Ireland& Hokinson, 2012).



## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1. Introduction**

This chapter presents summary, conclusion and recommendations on the influence of strategic leadership on the performance of managed equipment services (MES) projects in level 4 & 5 hospitals in Nairobi metropolitan area in Kenya.

#### **5.2. Summary of the Study**

This section presents the summary of the findings which are presented in relation to the study objectives. The findings are presented in the following subsections.

##### **5.2.1. Strategic Leadership**

The study found that a strategic purpose and vision has been developed which enhances the performance of the organization. The study found that to a great extent that achievement of organizational goals enhanced performance. The study further found that the performance of an organization lies in its ability to effectively manage its human and social capital. Additionally, the study found that it was very likely that the firm' aggressiveness of becoming a winner in a marketplace influenced organization performance.

##### **5.2.2. Strategic Leadership and Organization Performance**

The study found that that guiding juniors regularly, motivation, career development procedure, appraisal of employees, rewards affects organizational performance. The

study also found that at 5% level of significance and 95% level of confidence, strategic leadership was significant on performance of managed equipment services (MES) projects in level 4 & 5 hospitals in Nairobi metropolitan area in Kenya.

### **5.3. Conclusion of the Study**

The study concluded that a strategic purpose and vision has been developed which enhances the performance of the organization. The study concluded that to a great extent that achievement of organizational goals enhanced performance. The study further concluded that the performance of an organization lies in its ability to effectively manage its human and social capital. The study concluded that that guiding juniors regularly, motivation, career development procedure, appraisal of employees, rewards affects organizational performance. The study also concluded that at 5% level of significance and 95% level of confidence, strategic leadership was significant on performance of managed equipment services (MES) projects in level 4 & 5 hospitals in Nairobi metropolitan area in Kenya.

### **5.4. Implication of the Study**

This section presents the implication of the study for practice and industry. It also presents the implication for policy formulation.

#### **5.4.1. Implication for Practice and Industry**

Based on the findings of this study, strategic leadership should be adopted in level 4 and 5 hospitals as a way of maximizing their organizational performance in regard to the MES Project.

The healthcare industry can also apply the findings of this study in their day to day running of activities

#### **5.4.2. Implication for Policy**

The findings of this study can enable the Ministry of Health to formulate policies in regard to career development and appraisal of healthcare workers. In addition, adoption of strategic leadership as a policy in all the Level 4 and 5 hospitals will greatly improve the performance of these entities.

#### **5.5. Recommendations of the Study**

Based on the study finding the following recommendations are made:

1. It is recommended for the leaders of the various departments in level four and five hospitals focus on determining strategic purpose and vision in their hospitals as verified in this study. This will ensure that leadership and the employees are moving in the same direction since it assimilates the goals of the organization with those of the individual employees. They also need to focus on effectively managing the resources. This aspect will enhance the competitive advantage of their organizations over their rivals. The organization is able to get the best out of the resources at its resources.

2. In an organization, controls assist managers to build reliability, validate the importance of their plans to stakeholders and endorse and back strategic change. The firm's leadership is the one tasked in fostering an optimum balance between the various controls that exist in an organization. From this study balanced organizational controls have not been highly emphasized and therefore it is highly recommended that hospitals in Kenya should effectively apply balanced organizational controls to realize good performance.
3. Strategic leadership practices need to be assessed and adapted in the all hospitals in Kenya. This has proved the case in the assessment of strategic leadership in this study. There is now a requirement for strategic leaders in hospitals in Kenya who can explore the opportunities in this turbulent environment.

### **5.6. Limitations of the Study**

Certain respondents lacked confidence during the data collection time as they feared disclosing some vital information. Others feared exposing the weaknesses of their firm. Getting feedback from the targeted respondents was also another hurdle. This was due to their busy schedule that required their attention in the respective hospitals.

Respondents also feared that releasing some of their confidential information could be leaked to their rivals, which in turn could be used against them. To encounter this, the researcher solved the problem by introducing the authorizing letter from the institution.

The researcher also gave them assurance that the data collected would be used for the purposes of academics only.

Collection of the data became a big challenge due to shortage of time. This is because the researcher has an employment and most of the time occupied with office work. Getting permission from the management to go for data collection was not that easy. All in all, the researcher managed to collect the data as per the stipulated time. The researcher also would wait for too long before securing a chance to interview the respondents. Sometimes the researcher would even get one questionnaire filled in a day.

### **5.7. Areas suggested for Further Study**

This study dealt with the influence of strategic leadership on the performance of managed equipment services (MES) projects in level 4 & 5 hospitals in Nairobi metropolitan area in Kenya. Further studies are recommended to establish the effect of strategic leadership on the performance of hospitals in county governments in Kenya. The county governments are also key in ensuring economic development in Kenya. Since they came into existence less than eight years ago from the date of this study, limited research has been performed. In addition, MES is a new concept that is still evolving and being implemented. Further studies are therefore recommended on its implementation and improvements.

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## APPENDICES

### Appendix I: Letter Issued by UoN to go to the field



## UNIVERSITY OF NAIROBI SCHOOL OF BUSINESS

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Telephone: 020-8095398  
Telegrams: "Varsity", Nairobi  
Telex: 22095 Varsities  
Our Ref: D61/88490/2016

Tel: 020 8095398  
Nairobi, Kenya

Date: 9<sup>th</sup> October, 2020

---

### TO WHOM IT MAY CONCERN

The bearer of this letter, **Norbert M. Ombese** of Registration Number **D61/88490/2016** is a Master of Business Administration (MBA) student of the University of Nairobi.

He is required to submit as part of his coursework assessment a research project report. We would like the student to do his project on **influence of strategic leadership on the performance of managed equipment services (MES) projects in level 4 and 5 hospitals in Nairobi metropolitan area in Kenya**. We would, therefore, appreciate if you assist him by allowing him to collect data within your organization for the research.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organization on request.

Thank you.

A handwritten signature in black ink, appearing to read 'Philip Ngigi'.

**PHILIP NGIGI**

**FOR: DEAN, SCHOOL OF BUSINESS**



## **Appendix II: Letter of Introduction**

Dear Respondent,

### **REF: REQUEST FOR YOUR PARTICIPATION IN MY RESEARCH**

#### **PROPOSAL**

My name is Nobert Maosa Ombese and I am a Master of Business Administration (MBA) student at University of Nairobi. As part of fulfilling the degree requirements of my MBA, I am required to carry out a research project. In tandem, I am collecting requisite data for the project titled: “the linkage between strategic leadership, competitive advantage and performance of Managed Equipment Services (MES) Projects Level 4 & 5 hospitals in Nairobi Metropolitan area in Kenya”. Your firm operates within the focus area of the study and as such you have been selected to participate in the study. Kindly provide the required data by filling in the questionnaire accompanying this letter. Any information you provide will be treated confidentially. I highly appreciate your participation.

Thank you.

Yours faithfully,

Norbert Maosa Ombese

MBA student

### Appendix III: Questionnaire

Part a: DEMOGRAPHIC INFORMATION OF THE RESPONDENTS please tick/mark in the boxes provided as appropriate

Names (Optional)-----

1. Age (In Years) of respondent.

Above 50

41 – 50

31 – 40

21 – 30

Under 21

2. Highest level of education?

PhD Degree

Master's Degree

Bachelor's Degree

Diploma

Secondary Certificate

Primary Certificate

3. Is strategic leadership adopted in your firm?

Yes

No

4. If yes, how effective has it been?

Very effective

Effective

Not sure

Ineffective

Very ineffective

### PART 2: STRATEGIC LEADERSHIP

5. Based on the style of leadership in your organization, please indicate the extent to which you agree with the following statements on enhance performance by ticking the appropriate response. [1=Strongly Agree, 2=Agree, 3=Not sure, 4=Disagree, 5=Strongly Disagree].

Statements	1	2	3	4	5
A strategic purpose and vision has been developed which enhances the performance of the organization					
The organization's resources are effectively managed and they are only utilized for the right purpose					
The organization has a distinct culture that is fostered among employees which increases productivity and overall performance					
There is an established balance between strategic and financial controls which has an influence on performance					
The relationship between employees and leadership is very good					

6. Based on the style of leadership in your organization, please indicate the extent to which your organization uses the following practices to enhance performance by ticking the appropriate response? [1= Very Great Extent, 2 = Great Extent, 3 = Not Sure, 4 = Moderate Extent, 5 = Not at All].

Measure	1	2	3	4	5
Reduced staff turn-over rates					
Increased organizational productivity					
Satisfaction of employee					
Achievement of organizational goals					
Enhanced employee creativity					

7. Based on the human capital development in your organization, please indicate the extent to which your organization uses the following practices to enhance performance by ticking the appropriate response [1=Strongly Agree, 2=Agree, 3=Not sure, 4=Disagree, 5=Strongly Disagree].

<b>Human Capital Development</b>	1	2	3	4	5
The performance of an organization lies in its ability to effectively manage its human and social capital.					
Social capital hugely relates to human capital in their impact on organizational performance					
To enhance performance, organization' strategic leaders need to be conversant with the firm' social capital within and outside the organization.					
Human capital development within an organization impact individuals to achieve performance improvement					
Effective human capital development strategies should be based on the performance of the firm' business environment					

8. Below aspects relate to strategic intent and vision articulation. Please indicate how likely they are to influence organizational performance. [1=Very likely, 2=Likely, 3=Not sure, 4=Unlikely, 5=Very unlikely].

<b>Strategic Intent and Vision Articulation</b>	1	2	3	4	5
The firm's aggressiveness of becoming a winner in a marketplace					
Efficient execution of an organization' strategic vision and mission					
Clearly defining the path followed by the organization in executing its vision					
Complete understanding of a firm' stakeholders					
Intent strategic leadership assessment of the organization' business environment					

**PART 3: STRATEGIC LEADERSHIP AND PERFORMANCE**

9. Below statements relate to strategic leadership, and performance. Kindly indicate your opinion using the provided scale. [1=Strongly Agree, 2=Agree, 3=Not sure, 4=Disagree, 5=Strongly Disagree]

	1	2	3	4	5
Goal setting affects organizational performance					
Vision and mission statements determine organizational performance					
Efficiency and internal operations play important role in organizational performance					
Guiding juniors regularly, motivation, career development procedure, appraisal of employees, rewards affects organizational performance					
Productivity determines organizational performance					

10. Below statements and their influence on organization performance. Kindly indicate your opinion using the provided scale. [1=Strongly Agree, 2=Agree, 3=Not sure, 4=Disagree, 5=Strongly Disagree]

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Average waiting time for patients before getting served at the radiology and casualty departments affect organization performance					
Variety of healthcare services help improve organization performance					
Number of healthcare workers i.e. sonographers, radiologists help lessen the tasks and thus improve organization performance					
Any follow ups improve the organization competency					

**THE END**

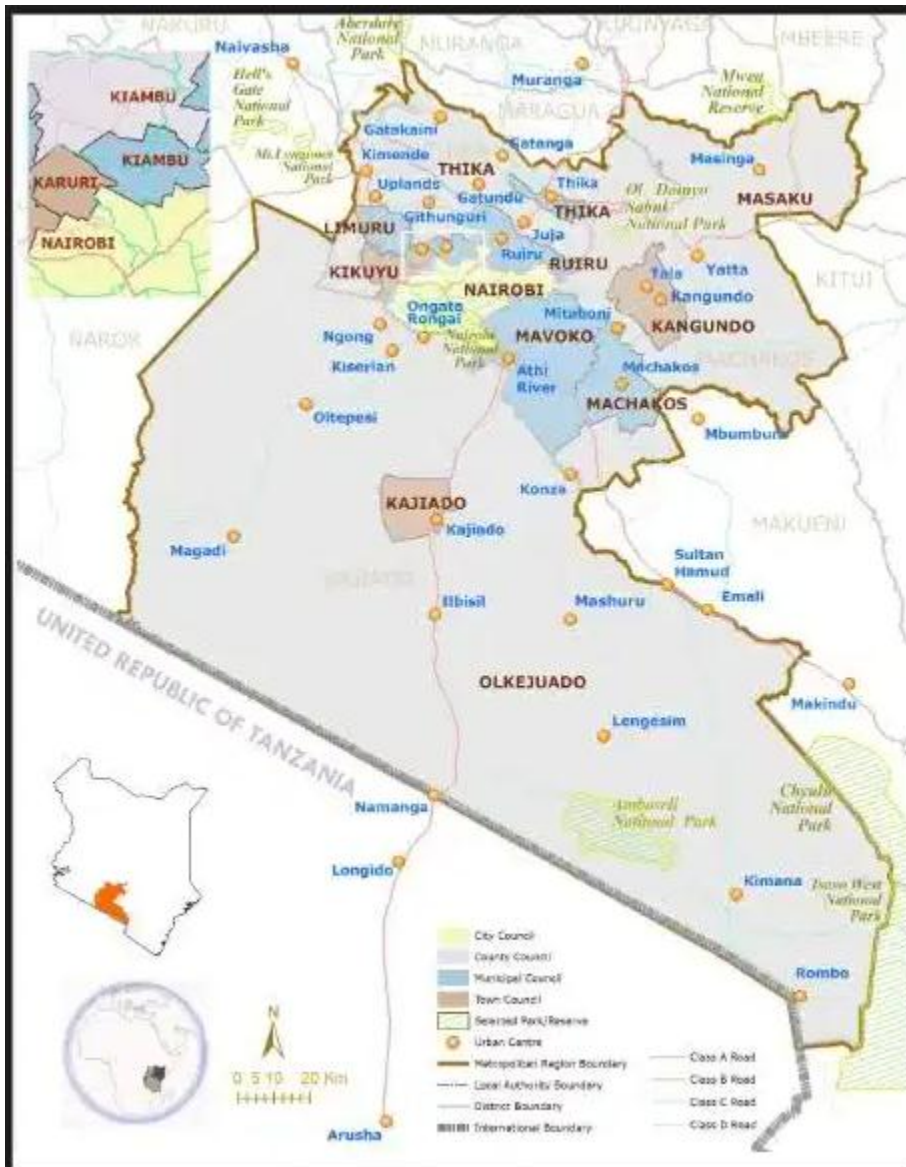
**THANK YOU FOR YOUR PARTICIPATION**

#### **Appendix IV: Level 4 & 5 Hospitals in Nairobi Metropolitan area in Kenya**

1. Kenyatta national hospital
2. Mama Lucy Kibaki Hospital
3. Mbagathi District Hospital
4. Dagoretti Sub -District Hospital (Mutuini)
5. Embakasi District Hospital
6. Pumwani Hospital
7. Thika Level 5 Hospital
8. Ruiru Sub-District Hospital
9. Kiambu District Hospital
10. Kihara Sub-District Hospital
11. Igegania Sub-District Hospital
12. Gatundu District Hospital
13. Nyathuna Sub-District Hospital
14. Spinal Injury Referral Hospital
15. Kajiado County Hospital
16. Mutitu Sub-District Hospital
17. Machakos Level 5 Hospital
18. Kangundo District Hospital
19. Kathiani Sub-District Hospital



Appendix V: Map of Kenya showing Nairobi Metropolitan Area



Source: namsip.go.ke

# INFLUENCE OF STRATEGIC LEADERSHIP ON THE PERFORMANCE OF MANAGED EQUIPMENT SERVICES (MES) PROJECTS IN LEVEL 4 & 5 HOSPITALS IN NAIROBI METROPOLITAN AREA IN KENYA

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