

**INFLUENCE OF ORGANIZATIONAL CULTURE ON SERVICE  
DELIVERY AMONG PRIVATE HOSPITALS IN NAIROBI CITY  
COUNTY KENYA**

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## DECLARATION

I hereby declare that this research project is my original work and has not been presented in any other institution.

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This research project has been submitted for examination with my approval as the University supervisor.

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## **DEDICATION**

This research project is dedicated to everyone who supported in the various stages of the research work.

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## **ABBREVIATIONS AND ACRONYMS**

<b>GDP</b>	Gross Domestic Product
<b>HR</b>	Human Resource
<b>WHO</b>	World Health Organization
<b>IRFC</b>	Indian Railway Finance Corporation Ltd
<b>CVF</b>	Competing Value Framework
<b>TQM</b>	Total Quality Management.
<b>SMO</b>	Syrian Manufacturing Firms

## **ABSTRACT**

In the current competitive global market, a number of organizations have directed much of their attention to matters related to culture and service delivery. Culture influence employees in setting their professional and personal objectives hence determine how they will execute their duties in the workplace. Hospitals institutions across the world are considered key agents in the growth and development of market economies and occupy a central position in the healthsystem of any nation. The general objective of the study was to establish the influence of organizational culture on service delivery among Private Hospitals in Nairobi City County Kenya. This study was based on two theories, Deal and Kennedy's theory and Service quality model. The target population was all private hospitals in Nairobi City County totaling to 55 hospitals. It was established that private hospitals in Nairobi have embraced diversity and communication to moderate extent while employee recognition and leadership at great extent. It was found out that organization culture and service delivery have a positive correlation. The study recommends that in order to put a strategy into action, employees play an important role. Product quality attributes that entice buyers to purchase more are also recommended by this research.

## **CHAPTER ONE:**

### **INTRODUCTION**

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

Research on culture, regardless of organizational, regional or national, continues to attract consideration from different management practitioners as well as scholars (Cameron, & Quinn, 2011). In the current competitive global market, a number of organizations have directed much of their attention to matters related to culture and service delivery. Organizations are increasingly paying attention to the need for agility and flexibility in responding to the constantly changing competitive environments (Wei & Lau, 2010). Business leaders are under pressure to develop capacities, strategies and infrastructures that allow their organizations to successfully adapt to the changing environment and thus protect and sustain their competitive advantages (Hakkak & Masoud, 2015). Many researchers have discussed the nature of an organization's culture as one of the essential instruments for an organization, to learn and adapt to its changing environment and retain its competitive edge.

The study was guided by two theories namely; Deal and Kennedy theory and Service quality Model. According to Deal and Kennedy's (1982) two-dimensional approach, the business environment in which a firm operates has the greatest impact on its culture. As a result of shared past experiences, present ideas and values, and the traditions that the organization is founded on are formed. Gronorooos proposed the idea of Service Quality Theory (1982). The idea states that a process of consumer choice making may be

described by many methods such as psychodynamic, compartmental, cognitive and humanistic perspectives.

Hospitals institutions across the world are considered key agents in the growth and development of market economies and occupy a central position in the healthsystem of any nation. According to Kimenyi and Ndungú (2009), there have been numerous shifts in the market, resulting in increased competitiveness. Letangule and Letting (2012) observed that in order to adapt to these shifts and the market dynamics that threaten a Hospitals institutions survival, competitiveness and growth in Kenya, hospitals institutions are pursuing new or significantly improved developments in an industry where innovation is gradual, and change is essential. These changes impact differently on the efficiency and effectiveness of service to the various stakeholders of the Hospital. Monitoring consumer experience and understanding service quality in Health sector is key, yet, not much has been done to ascertain the consumer experience, especially in private Hospital.

### **1.1.1 Organizational culture**

The expectations, experiences, philosophy, and values of an organization serve as its glue, and they are transmitted via the company's logical self-view, internal processes, relationships with the outside world, and future goals ( Anali, Skvarciany, and Gaile,2015). On the other hand, Schein (2009) regards culture as a collective behavior of individuals, the values, visions, norms, working language, and systems in an organization. Pearce (2003) asserted that culture is double-edged inherently possessing both strengths and potential weaknesses. That is, while culture can support strategy execution process through

effective communication and decision making, it can also impede innovation in case of a mismatch between beliefs and values of the people in the organization.

The conduct of societies and organizations is influenced by national and regional cultural elements, according to Kopar, (2015). It offered a cultural dimension's model to explain how a society's culture affects the values of its people and the link between those values and actions. When it comes to knowing cultures and what to anticipate, Hofstede's (2015) model is a great resource. It helps individuals appreciate cultural differences and unite them to reach a shared objective. The six aspects of Hofstede's model may be applied to the culture of an organization.

Kumar Bhattacharya and Hicks (2018) posits that in power distance dimension the less powerful individuals in an organization tend to expect and agree to unequal power distribution. Low power distance cultures are characterized with social equality and consultation. Individualism versus collectivism cultures look at the level individuals are incorporated into groups, whereby in individualism, focus is on individual rights and achievement. Collectivism activities are handled as a group with team spirit. Uncertainty avoidance reflects the level in which people handle unknown events and anxiety (Cameron & Quinn, 2011).

Uncertainty avoidance reflects the level in which people handle unknown events and anxiety (Cameron & Quinn, 2011). Masculine versus feminine cultures relate to distribution of emotional roles between genders. In highly masculine cultures, dominant values relate to assertiveness, material acquisition and their strengths lie in efficiency. On the other hand, feminine cultures value relationships and quality of life (Schein 2009).

Lastly, long term oriented cultures emphasize on the future, while in short term cultures focus is on the past and present

### **1.1.2 Service Delivery**

According to Kazmi (2018), service delivery entails components of a firm that define the manner in which different processes interact between the clients and the service providers in which the client finds value or loses as a result of the interaction. Service is an intangible economic activity that cannot be stored and does not lead to ownership. It entails information exchange, knowledge and any other kind of assets (Jackson, 2019). We provide delivery wherever, whenever, and a method for distributing our goods and services to customers (Pujari 2016). This indicates that a good service delivery method enhances the delivery of products to clients and increases the value. Schindler and Cooper (2017), consider service delivery as a set of activities that are undertaken within a business environment to perform a service. Ven and Poole (2015) allege that service delivery reflects a firm's coordinated activities and actions aimed at delivering effective services and products.

There is a section of indicators that top management teams in organizations can utilize in tracking the progress of a firm's service delivery efforts that are pegged on the need to increase the overall performance of the organization. Good governance and accountability may be used as an indicator in measuring the success of service delivery in an organization. Customer satisfaction remains crucial in determining an organization's success in the delivery of its services in the market (Verhoef & Lemonk, 2015).

When a service delivers on quality expectations, customer satisfaction is achieved. Kiragu (2015) speaks of ex-ante and ex-post expectations whereby; ex-ante expectations are

anticipations about a service before encounter and ex-post perception is the reality after experiencing the service. Ex-ante expectations are created after an initial encounter with a service or are acquired through promises in advertisement, advocacy, word of mouth or references. Ex-post perception is the reality about the service and occurs after using the service at least more than once. Quality service delivery occurs through keeping promises and maintaining consistency in service delivery. Consistency in quality service delivery leads to positioning of the service in customer's mind and loyalty to the brand (Kinoti et al., 2013).

### **1.1.3 HealthCare Sector in Kenya**

Kenya's Medical care framework is coordinated in levels in that complicated conditions are alluded to a higher level. The principle players in Kenya's wellbeing framework are the public authority through the Service of Wellbeing and areas, non-legislative associations (NGOs), private medical care associations, and religious associations. Since autonomy, Kenya has been defining and executing strategies towards expanding accessibility and availability to current medical services with desire to that it will accomplish its objective of arrangement of wellbeing to everybody (Njenga, 2006).

It has not been not difficult to keep up with wellbeing establishments in the public area. Kenyan government has taken on methodologies like expense sharing and decentralization to revive conveyance of medical services .The public authority has worked to expand wellbeing framework yet it can't coordinate with the interest. The public authority is needed to guarantee that there are sufficient wellbeing work force, appropriate financing and supply of medications and lab reagents, effective and equivalent conveyance of medical care. While this has been noted fundamentally in the public medical care organizations,

there has been a ton of progress in the private medical care suppliers; both in numbers and nature of administrations that they are advertising (WHO report 2019).

The private medical care area comprises of the exercises of agents who are outside the control of government. These specialists are huge in arrangement of wellbeing administrations in Kenya. On acknowledging likely that exists in private medical services area, Kenyan government has caused a circumstance that empowers Non-administrative area to put resources into medical services arrangement. The private medical services area has contributed surprisingly in arrangement of medical care to general society. Private medical care area offers types of assistance to individuals from different financial gatherings(Adhikari, 2013). The dissemination of private medical services foundations has become somewhat better after some time in both provincial and metropolitan regions In sub Sahara Africa, Kenya's private wellbeing area is all around created and energetic. This is ascribed to lacking quality general wellbeing administrations. Out of the least fortunate quintile in Kenya around 47% will generally look for medical care administrations from private area and 66% of the sum is delivered for administrations they get from private emergency clinics (Adhikari, 2013).

#### **1.1.4 Private hospitals in Nairobi County**

Private hospital is a growing area of study with high levels of diversity in the ever changing environment. The health sector personnel re faced with challenges to curb very highly complex health related issues and diseases. They are basically much concerned with ways that they can prevent and cure so many alarming diseases and how they can control already infected patients. According to Lenny et al. (2006), public health helps in serving both the



local and international personnel of all types which helps in the protection of the public sector not only in the local context but also the international context By so doing it forms.

In Nairobi area medical care administrations are given in both public and private medical care offices, a greater part of the populaces that can bear paying are leaned to picking private emergency clinics when looking for medical care administrations (Njuguna, Kamau, and Muruka, 2017). Private medical care offices are extensively more costly than public medical services offices similarly just like the circumstance somewhere else on the planet. Greater part of individuals are prepared to follow through on a greater expense in return for better quality medical care benefits in private wellbeing organizations. Like different offices in the district, private clinics in Nairobi Province are sorted into levels relying upon the administrations they can convey and the offices that the clinic have (Awuor & Kinuthia, 2013).

Medical care conveyance framework in Nairobi Area is contained medical clinics, centers, research facilities and nursing homes among others. The public authority of Kenya endeavors to benefit medical care to the residents without heading out over significant distance to look for similar administrations. This has been alleviated by many qualified work force who have enlisted as professionals to their medical clinics, centers or nursing homes. From the Kenya clinical professionals and dental specialist board there are one hundred and 45 (145) private medical clinics in Nairobi Area (Mokua, 2014). Because of the unstable business conditions a portion of these offices are as yet in activity, extending and creating gains while others have been shut down or down measured.

## **1.2 Research Problem**

Majority of the organizations have adopted the culture that they believe will influence their service delivery positively (Kiptoo & Mwirungi 2014). Culture influence employees in setting their professional and personal objectives hence determine how they will execute their duties in the workplace. Moreover, every firm comprehends that an effective operations management is necessary in attaining business success. However, the role of culture in connection with the service delivery is often not acknowledged. Any business is likely to fail if the operations management team do not understand the role of culture and service delivery. A cultural fit is amongst the key factors that influence an organization's adaptation processes to the changes in its operating environment (Maguru, 2011).

Private Hospitals have embarked on a number of strategic changes in the recent past which affected the hospital performance in one way or the other. Despite its very noble role in the Kenyan economy, the hospitals have had a continued anecdotal public outcry regarding poor service provision not only to patients but to the wider stakeholder group. Consequently, the image of this hospital in the face of the public has been a despicable one. Most previous efforts of effecting successful change and redeeming the public image of the Hospital registered very little success. Private hospitals management continually seeks for best ways possible of satisfying the stakeholders and has had to adopt strategies in order to survive in the declining Kenyan economy. These strategies impact differently on the efficiency and effectiveness of service to the various stakeholders of the Hospitals. The growth of private hospitals has totally changed the scenario of health care delivery (Shore, 2006).

Several studies have been done on the organization culture, locally and internationally. Hotel business marketing techniques are affected by cultural differences. Gray and Liguori (2016) conducted a study on this topic in Canada. Data was analyzed by regression. When it comes to overall financial success, it was discovered that the structure of a company is a critical factor. In Malaysia, Tsai (2011) examined the effect of organization culture on employee performance. It was said that fostering a positive work environment is the key to high staff morale and productivity. Using factor analysis. Having a good and strong organizational culture encourages people to do their best job, which results in the organization's goals and objectives being realized. Reddy (2017) investigated the impact of cultural differences on commercial banks' competitive advantage in India. A strong relationship was exhibited on five of the organizational culture dimensions and information sharing, case point in group collectivism, power distance, as well as humane, future and achievement orientations.

Locally, Koech (2013) examined effect of organization culture on employee productivity in Kenya Commercial Banks. A descriptive survey was adopted and questionnaires for used for data collection from managers of the 44 Kenyan commercial banks. It showed that there was a positively strong connection between organizational culture and positive work attitude, staff attrition and employee level of commitment. Similarly, Nyambegera and Sparrow (2011) examined how employee behaviour influences culture. The study adopted cross sectional design. It was found out that employee behavior is hugely influenced by the organizational culture. Mutai (2015) examined strategy implementation at Airtel Ltd Kenya. It was found out that strategy implementation is an important factor for Airtel Ltd Kenya. Using regression technique. Communication was found to be the

most important factor in shaping the success or downfall of a strategy initiative. A clear culture ensures that information in the organization flow hence better strategy implementation.

Many studies have focused on organization culture however, there is limited literature concerning the direct association between an organizational culture and how it influences service delivery. One of the notable gaps most researchers point out in respect to the influence of organization culture on the service delivery, is the fact that it has been discussed in more general terms in literature and an in-depth analysis is what is lacking. This study will therefore address the following research question. What is the influence of organizational culture on service delivery among Private Hospitals in Nairobi County Kenya?

### **1.3 Research Objective**

The purpose of the research was to examine the effect of organizational culture on service delivery at private hospitals in Nairobi County, City Kenya.

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

An adaptable organizational culture may be studied further, and the study provided a foundation for future research, as well as giving other researchers with a framework for citing and articulating their own research gaps when they undertake future studies. The study also will help in facilitating theory testing.

Secondly, the findings of this research were utilized by policymakers to formulate and execute policies that would be used to enforce the laws and regulations of standards that

will guarantee that practitioners are ethical while they do their jobs. On the other hand, the government will use the above study to understand the emerging trends in health sector.

Thirdly, the results of the study helped the executives in the health sector to better understand and appreciate the importance of creating a culture that is adaptive as well as the need to redefine their organizational cultures so that they are aligned with strategies that enhance service delivery of the organization.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Many theoretical and empirical research on strategic transition management are discussed in this chapter. Academic ideas are used to explain methods and culture in private hospitals.

#### **2.2 Theoretical Review**

Based on Deal and Kennedy's theory and the Service Quality Model, this investigation was conducted.

##### **2.2.1 Deal and Kennedy Model**

According to Deal and Kennedy (1982) based on two dimensions, determining the culture of an organization is more significant than any other element. Their term for this was "corporate culture," which they believed represented everything needed to prosper in that setting. speed at which an organization and its personnel are able to acquire feedback on whether or not their actions or plans are effective (Bratianu, 2008). It's not just a matter of bonuses and promotions that Deal and Kennedy are concerned with. To describe knowledge of results, they use the term much more broadly. With regard to this, a goalkeeper receives immediate feedback after making an outstanding save, but it can take weeks to learn the outcome of a surgery or months to discover if a new product will succeed. Deal and Kennedy differentiate between fast and slow feedback.

People are a company's greatest asset, according to Deal and Kennedy, and the best method to manage them is not via computer reports, but rather through the subtle clues of a company's culture. Deal and Kennedy (2000) identify six aspects that contribute to an organization's culture. Analyzing a company's past might provide insight into its current mission and vision statements and core principles. Organizational values and beliefs are crucial because they concentrate on the shared beliefs of workers and the organization as a whole, including the written and unwritten acts or behaviors that are acknowledged as acceptable (Cameron, 2011). Rituals and rituals, whether official or informal.

These become part of an organization's culture over time and reinforce each other. It has long been acknowledged in HRM literature as a technique of introducing new workers to the organization or gradually changing the culture of the organization. Storytelling has been used for this purpose for centuries. It's easy for stories to become part of an organization's culture since they're so relevant to individuals. Ex-employees of a company who have achieved heroic status are often depicted in popular culture as heroes (Baumard, 2001). The office gossip, the office spy, and the office whisperer, according to Deal and Kennedy, are all crucial participants in the collecting and transmission of organizational knowledge.

This concept is critical to the study because it illustrates how people's socialization is influenced by the cultures and social segments of an organization. culture influences values, which in turn influence practices and behaviors that may be seen in society.

### **2.2.2 Service Quality Model.**

Gronoroos (1982) developed service quality model, which Parasuraman et al. subsequently popularized (1985). It is based on Howard and Sheth's (1969) consumer behavior theory, which contends that the buyer decision-making process may be described

using a variety of methods, including psychodynamic, behavioral, cognitive, and humanistic perspectives. Service quality was divided into three categories by Gronroos (1982): technical, functional, and image. What service is provided to the customer is concerned with the technical component. This function is important to the customer in the evaluation of the service and it can frequently be measured through objective methods.

Functional component confines itself to how the quality of the service is delivered and may influence how a given customer will perceive the service. The services are intangible in nature, and it may be defined as an endeavor in which consumption and production occur in tandem to a significant degree (Armistead, 1990). The functional quality cannot be measured objectively as the technical dimension as it is very subjective. This function is important to the customer in the evaluation of the quality of the service and may in one way or another influence the judgment. Technical and functional qualities do not take place in a vacuum and therefore the image of the firm is equally important. Image is limited to how consumers perceive the company and its resource during seller-buyer contact, which makes the company image of many service companies very important.

This model is important for this study as it links service delivery and innovation strategy. Identifying qualitative gaps enables resource redeployment in areas that perform poorly for optimal competitive benefit. However, this approach was critiqued for concentrating on service delivery and not addressing quality of service (Gronroos, 1990). The model has also been seen as limited in its view of the operating environment of organizations. Like previous business cycle theories, this hypothesis misses out other variables that drive changes in the business environment (Babakus & Inhofe, 2015).



## **2.3 Dimension of organizational culture**

Pearce (2003) asserted that culture is double-edged inherently possessing both strengths and potential weaknesses. Hofstede, Bond (1998) emphasize that it is imperative for firms to understand the various cultural dimensions that exist and then cultivate strategies that would enhance employee cooperation and teamwork towards organizational goals. According to Middlemist and Hitt (2000) the four dimensions of organizational culture include; diversity, employee recognition, leadership and communication system.

### **2.3.1 Diversity**

Diversity may be described as recognising, understanding, accepting, and respecting the differences between individuals of different ages, classes, races, ethnicities, genders, and impairments (Esty et al. 1995). Embracing diversity and creating more inclusive workplaces has the potential to increase productivity and competitiveness in the workplace. He thinks that diversity is a crucial competitive advantage, and he serves as a co-chair of the Business–Higher Education Forum (Robinson, 2012). Management of workplace diversity is an essential part of effective human resources management.

Organizational reorganization and equal-opportunity laws will have an impact on the workforce demographics. Managers that are good at their jobs understand that a diverse workforce need specific skills, and that these skills can be developed. Managers must first be aware of the negative effects of prejudice. First and foremost, managers must be aware of their own cultural biases and preconceptions (Koonce, 2010). As opposed to disparities between groups, diversity is a result of the uniqueness of each individual's personality. It is impossible to speak on behalf of a certain group since each individual is unique.

### **2.3.2 Employee Recognition**

In companies coping with the ramifications of change, any behavior or action that signals a willingness to embrace or implement a desired improvement tends to be resistive to change (Mullins, 2005; Schermerhorn, Hunt & Osborn, 2005). A fear of losing something valuable or rejecting the familiar in favor of a new and unfamiliar circumstance is the root of resistance to change. People may oppose to the required change, but this is an established fact (Burke, 2008). As a last resort, though, resistance might take the form of inactivity or even intentional sabotage (Kreitner & Kinicki, 2010). Pessimism and counterproductive activities are more usually associated with resistance. According to Wanous, Reichers, and Austin (2000), omissions, dishonesty, and deviance were found in the workplace, as well as skepticism and doubt. Even while resistance may be seen as a flaw by some, it may play an important part in company efforts to modernize.

### **2.3.3 Leadership**

In management and industrial psychology, leadership is one of the most significant outcomes and one of the most researched topics. Most likely, this is because leadership is a fundamental, though divisive, topic of organizational study (Khurana,2002). Organizations' productivity and profitability may be improved via leadership, but the level of this achievement is directly tied to the leader and the conducive work environment he or she creates. Supporters of leadership and service delivery think that the character traits of leaders, as well as their roles and duties in decision-making, help businesses meet difficulties and adapt to a competitive environment that is more complicated.

Kim (2004) asserts that a manager's leadership style may influence organizational outcomes such as low turnover, decreased absenteeism, customer satisfaction, and

organizational success.. In the same way, leadership influences employee behavior, motivation, and attitude via interpersonal interactions, rewards, and punishments (Warrick, 1981). Employees may be inspired or dissatisfied with their jobs as a consequence of this, leading to a rise or drop in productivity (Sander, 2007). It is also important to note that leadership in the workplace may have a favorable or bad impact on an employee's self-image, especially when it comes to an employee's health and energy level (Warrick, 1981).

### **2.3.4 Communication**

In both corporate and social life, communication has shown to be the most important instrument. Organizational success is hindered by the inability to communicate effectively. By Kariuki (2014), communication transformation contributed greatly to a company's competitive advantage. A company's abilities and resources also have a role in its ability to compete. In addition, since the research was done in a different setting, the results cannot be applied to the present research. A firm's competitive edge is determined by how well it communicates with its customers. As an average of disseminating information and fostering mutual understanding, communication.

Controlled a meeting between the board and representatives at the period of authoritative change was conducted by Sagarzazu and Klüver, (2017). The change process must be regularly shown by the leaders of the organization, which ensures efficiency. Amidst all of the organization's executives' attention, it is challenging to convey the organization's fast change effectively (Lewis, 2010). But a pharmaceutical business in Europe established a new self-directed group inside its hierarchical framework. All concerns were handled with in a consistent manner before this new group was formed. While this company was experiencing rapid growth in the mid-1980s, its products were seen as outdated.

## **2.4 Determinants of Service Delivery**

The SERVQUAL methodology, which was developed to detect the gap in impression between what the business thinks it is providing to customers and what the consumer perceives, was used to assess service delivery. The four SERVQUAL building components include: empathy, responsiveness, reliability and assurance.

Customer service entails putting in place mechanisms to ensure that your customers are completely satisfied with your company. Heskett, thank you for your time and effort (1987). Reliability, tangibility, responsiveness, accessibility, and empathy are examples of service delivery indices (Parasuram, 1985).

The response of quality of service examines the capacity of the business to quickly react to the demands of the client. If businesses fail to react to a client and, in particular, if there is no clear cause or justification, the consumers have a bad impression. Because facilities are not utilized effectively and services rely on their usage, having access to them will restrict certain services. Services that are difficult to obtain are considered low quality, whereas those that are easy to acquire are considered high quality (Balunywa, 1998).

The assurance depends on the employee's capacity to trust and trust the client. This is based on the knowledge and skill of the employee to make pleasant and courteous communication. Four components of this component are: competency, customer compliance, efficient communication and attitudes. For services to be seen as a service, it should include all characteristics that meet the expectations of consumers. It should be classified as high service with all its main operational features and all quantifiable aspects (The Balunywa Council, 1998).

The capacity of an employee to demonstrate real care and concern for consumers establishes empathy. For empathy to be successful, the employee must demonstrate it on a regular basis. Delays in the supply of service will lead to a loss of meaning in services and thus a service must be provided in good time before the customer gets irritated. As a result, excellent service is synonymous with operating within a certain range of tolerance. It will be deemed excellent service provided if the service operates as anticipated and planned (Balunywa, 1998).

## **2.5 Organization Culture and Service Delivery**

Mwau (2016) examined whether firm culture had effect on Kenya Power and Lighting Company (KPLC) performance. A representative sample size of 250 KPLC employee population was used. They adopted a cross sectional survey design and stratified random sampling technique for top management, middle managers and operational staff was used. The learning ability of an organization is revealed by the presence of systems that allow the employees to obtain, decipher and understand external changes and transform them into development opportunities. A study on how organizational culture impacts organizational performance in Commercial Banks in Kenya was undertaken by Koech (2013). From the study, Koech concluded that the employees seemed to have to the different ways of life of their organization. The study further that there was a positively strong connection between organizational culture and positive work attitude, staff attrition and employee level of commitment.

Işık and Sidorova (2013), offers a description of cultural features as a significant component within the scale of performance. The findings indicated that all the interviewees append great significance to various organizational-cultural factors like interactions and

engagement of shareholders, the finding also showed that the interviewees had a strong aversion to the introduction of new operational and performance management structures within the organization. Tsai (2011) states that a strong organizational culture encourages the good performance of the employees. The outcome of the organization culture depends on the environmental setting within which the business operates. A positive and strong organizational culture makes employees perform their work to their best ability, and the goals and objectives of the organization are achieved. On the other hand, weak and negative organization culture makes employees perform poorly hence making them not to meet the target goals of the organization.

Chebet (2017) investigated the different factors that influence the performance of employees around different commercial banks around Uasin Gishu County. In his research, he concludes that job performance and employee behavior is hugely influenced by the organizational culture. Mutai (2015) found out that strategy implementation is an important factor for any organization. Conflicting priorities, weak co-ordination and unclear strategic intentions across functions impact negatively to strategy execution. Communication was found to be the most important factor in shaping the success or downfall of a strategy initiative.

A study done examining culture of an organization influence performance of Catholic Relief Service in South Sudan by Kuany (2016). Adopting exploratory research approach, he explored the connection between the two main variables. He collected primary data by interviewing 21 employees. He used content analysis technique to analyze the qualitative primary data. Haffar, Al-Karaghoul, and Ghoneim, (2014) examined how all the four competing values framework (CVF) corporate culture types influenced the components of

IRFC towards implementing TQM in manufacturing firms operating in Syria. Four hypotheses were proposed for testing and Syrian manufacturing firms (SMOs) of 350 were reached by way of questionnaire to measure the IRFC level and identify their cultural profiles and characteristics.

Koech studied the impact of corporate culture on Kenya's commercial banks (2013). From the study, Koech concluded that the employees seemed to adapt to the different ways of life in their organization. The study further showed that there was a positively strong connection between organizational culture and positive work attitude, staff attrition and employee level of commitment. Sidorova and Isik (2010), offer a description of cultural features as a significant component within the scale of performance. The findings indicated that all the interviewees append great significance to various organizational-cultural factors like interactions and engagement of shareholders, the findings also showed that the interviewees had a strong aversion to company having introduced new, unknown operational and performance management structures within the organization.

Tsai (2011) stated that a robust corporate culture promotes employee performance. The outcome of an organization's culture depends on the environmental setting within which the business operates. A positive and powerful corporate culture enables workers to do their best and accomplish the goals and aims of the company. On the other hand, a weak and negative organization culture makes employees perform poorly and hinders their ability to meet the target goals of the organization. Nyambegera and Sparrow (2011) examined the many variables affecting employee performance in several commercial banks in Uasin Gishu County. In their research, they concluded that job performance and employee behavior is significantly influenced by the organizational culture. Mutai (2015)

found out that in order for an organization to be profitable they must implement their strategy successfully. Conflicting priorities, weak co-ordination and unclear strategic intentions across functions negatively impacts strategy execution.

The empirical studies that were reviewed focused on culture's impact on organizational performance. Majority of the local studies also focused on the banking sector in Kenya. There has been little to no research on the adaptive character of culture and its effect on the competitive advantage of an organization. Therefore, the study seeks to fill the existing knowledge gap.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

An overview of the investigation's methodology is provided in this chapter. Its primary focus is the study's design, followed by methods for data analysis, and finally the data collecting and presentation tactics that will be used as a part of this study.

#### **3.2 Research Design**

A research design enables researchers to compress several components of a research effort into a single essential approach that enables the research questions to be answered (Kombo & Tromp 2006). This inquiry will employ a descriptive survey strategy. It is the goal of this kind of study design to provide a comprehensive picture or portrait of a subject by gathering data, tabulating variables, or combining all of these elements (Cooper & Schindler, 2007). A descriptive approach can be brought into reality by coming up with a snapshot of the market environment, regarding the elements under question, at a critical time. The approach ensures that it can do analyze what, when, who, and the place regarding a certain relevant and the degree of within the variables.

### **3.3 Population of the study**

As per Zikmund et al. (2010), a population is a collection of individuals, such as families, that live in a city or state, and that you interview a smaller subset of people, such as families, students, or electors, to answer your research question. The study's target population was all private hospitals in Nairobi County, which totaled 550 facilities (MOH report 2020).

### **3.4 Data Collection**

The research drew its data from primary sources. To collect primary data, it was required to use a structured questionnaire. Close-ended questions were included in the questionnaire. It was organized into three sections: the first included fundamental information, the second explored organizational culture, and the third described how private hospitals offer their services. Each hospital in the study was given its own copy of the questionnaire. Due to the fact that the study was conducted in accordance with rigorous health requirements regarding social isolation as a result of Coronavirus Disease, the questionnaires were distributed using Google Forms (COVID-19). Senior managers were the intended audience for this survey.

### **3.5 Data Analysis**

After collecting data, the questionnaires were revised for uniformity. Any anomalies were removed by editing, tabulating, and coding to find all the questionable information and numeric data for future study. Descriptive statistic was used to examine data that includes central trend (mean) measurements and dispersion measure (variance and standard

deviations). The results were then presented using graphs and tables. The multiple linear regressions model below was used to establish the relationship between the variables:

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

Where:

Y = Service Delivery

$\beta_1$  to  $\beta_3$  are the regression coefficients

X<sub>1</sub>= Diversity

X<sub>2</sub>= Employee Recognition

X<sub>3</sub> = Leadership

X<sub>4</sub>= Communication

E=Error term

## **CHAPTER FOUR:**

### **DATA ANALYSIS, PRESENTATION AND DISCUSSION**

#### **4.1 Introduction**

The chapter will discuss the data analysis technique as well as the results. Additionally, this section explains the findings in light of the previously reviewed literature. The purpose of this study was to ascertain the influence of organizational culture on service delivery at private hospitals in Kenya's Nairobi County.

#### **4.2 Response Rate**

35 questionnaires were returned for data processing out of a total of 55 sent, reflecting a response rate of 63.63 percent. The findings support Mugenda and Mugenda's (2013) assertion that rates higher than 50% are acceptable in analyses. Similarly, Babbie (2010) thinks a return rate of 60% to be acceptable, while a return rate of 70% is considered exceptional. The findings were sufficient for data analysis. As a result of the adequate response rate, the researcher proceeded with analyses of data.

#### **4.3 Organizational Characteristics**

This subsection is dedicated to firm's basic details. The data aided in comprehending the company' background details under consideration. It requested information on the company's time of operation, number of employees and number of branches.

### 4.3.1 Period of operation

The duration of operation for the private hospital was given by respondents as specified in Table 4.1.

**Table 4. 1: Period of Operation**

<b>Years</b>	<b>Frequency</b>	<b>Percent</b>
Less than 4 years	6	17.143
4-8 years	12	34.286
Above 8 years	17	48.571
<b>Total</b>	<b>35</b>	<b>100.0</b>

**Source: Field Data (2021)**

According to Table 4.1, the majority of private hospitals in Nairobi have been operating for more than eight years, at 48.571 percent, between four and eight years, and fewer than four years, at 17.143 percent. As a consequence of this finding, the majority of private hospitals in Nairobi that were evaluated had a strong organizational culture.

### 4.3.2 Number of Employees

The goal of the research was to figure out how many people work for private hospitals in Nairobi. Table 4.2 depicts responses as gathered from respondents.

**Table 4. 2: Number of Employees**

<b>Employees</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 400	29	82.857
401 – 1000	3	8.571
Over 1000	3	8.571
<b>Total</b>	<b>35</b>	<b>100.0</b>

**Source: Field Data (2021)**

Table 4.2 depicts that most of private hospitals in Nairobi have employees less than 400 at 82.857%, followed by employees between 401 – 1000 at 8.571% and lastly and lastly less than 400 at 8. 571%. This implies that most private hospitals in Nairobi as source of employment and operate under a small scale of staff.

### **4.3.3 Number of Branches**

The goal of the research was to figure out the number of branches that the hospitals have in Kenya. Table 4.3 depicts responses as gathered from respondents

**Table 4.3: Number of Branches**

<b>Branches</b>	<b>Frequency</b>	<b>Percent</b>
Less than 5	2	5.7142
5-10	3	8.5715
More than 10	30	85.714
<b>Total</b>	<b>35</b>	<b>100.0</b>

**Source: Field Data (2021)**

Table 4.3 depicts most of private hospitals have more than 10 branches in Kenya at 85.714%, 5-10 branches at 8.571% and lastly than 2 branches at 5.714%. This implies that most private hospitals are well established in Kenya.

#### **4.4 Organizational Culture**

The independent variables of this research were organizational culture. It was essential to determine the opinions of respondents on their organization's customer experience management. The organizational culture was evaluated on a 5-point Likert scale and the respondents were asked to either agree on "Not at all," "small degree," "medium degree," "big degree," and "extremely large degree". For each question, the most favourable answer was given 5 points, followed by 4, 3, 2, and 1 for the least positive. This study used a mean value of 4.0-5.0 for big, 3.0-4.0 for medium, 2.0-3.0 small, and 1.0-2.0 for did not agree. The organizational culture were evaluated using a total of 20 statements.

#### 4.4.1 Diversity

Five statements on diversity were distributed to the participants, and they were asked to indicate their degree of agreement with each statement. Table 4.5 depicts the outcome.

**Tabl 4.4: Diversity**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Std. dev</b>
This company's diversity has the potential to boost production and provide it an edge over the competition.	35	4.18	0.95
That each person is unique and cannot speak on behalf of a certain group is recognized by this organization.	35	3.73	1.06
In this company, a diverse workforce provides a workplace that is welcoming to everyone.	35	3.57	0.99
This company's leadership and employees are conscious of their own personal prejudices.	35	3.00	1.02
Managers at this company are aware that fairness does not always imply equality.	35	3.40	1.05
<b>Composite mean</b>	<b>35</b>	<b>3.57</b>	<b>1.01</b>

**Source: Field Data (2021)**



As illustrated in Table 4.5 by the average of 4.18 and the standard deviation of 0.95, more diversity within this organization may lead to higher productivity and competitive advantages. This organization recognizes that individuals are distinct and do not speak or represent a group with a average of 3.73 and a standard deviation of 1.06. In this organisation diversity creates a work environment that includes everyone a 3.57 as average and a 0.99 as standard deviations as espoused by survey data. In this case, the average was 3.40, and the standard deviation was 1.05, which indicates that management at this organization are aware that fairness is not equal. In addition, both managers and associates in this organisation is aware of their personal biases having a 3.00 as average and a 1.02 as standard deviations. Overall, the average was 3.57 which implies that private hospitals embraced diversity to moderate degree.

#### **4.4.2 Employee Recognition**

Five statements on employee recognition were provided to the participants, and they were asked to indicate their level of agreement with each statement. The result is shown in Table 4.5.

**Table 4.5: Employee Recognition**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Std.dev</b>
Certificates are given to workers who do a good job for the company.	35	4.20	0.89
A certificate award system has been established by the company to recognize and reward personnel.	35	3.70	1.08
This company's employees are energised by the Employee of the Month award.	35	4.30	0.92
Cards of gratitude are given to the company's top performers.	35	4.11	1.10
This company's workers are more productive because of the encouragement they get from receiving appreciation cards.	35	3.80	0.99
<b>Composite Statistics</b>	<b>35</b>	<b>4.02</b>	<b>0.99</b>

**Source: Field Data (2021)**

Table 4.5 shows that employees in this organization are rewarded for their hard work by receiving the Employee of the Month award, which has a average of 4.30 and a standard deviation of 0.92. The organization also recognizes employees who perform well by awarding them certificates, which have a 4.20 average and a 0.89 standard deviation.

Employee motivation is boosted by the distribution of appreciation cards, which results in an average increase in productivity of 3.80 points with a standard deviation of 0.99 points. With a average of 3.70 and a standard deviation of 1.08, the company has established a system of recognition for its personnel. The overall average was 4.02, which indicates that employee recognition has a significant impact on service quality.

#### 4.4.3 Leadership

Participants were given five statements about leadership and asked to indicate their degree of agreement with each statement. Table 4.6 depicts the outcome.

**Table 4.6: Leadership**

Statement	N	Mean	Std Dev
In this company, leadership has a significant impact on the organization's most important results.	35	4.11	.354
This company's leadership fosters a positive work environment.	35	4.54	.355
Leadership can lead to firm performance has largely been Contested	35	4.23	.798
Leadership in this organisation has led to project success	35	4.63	.547

This organization is more productive 35 4.26 .611  
 and lucrative because of the leadership  
 in place.

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<b>Composite Statistics</b>	<b>35</b>	<b>4.35</b>	<b>.593</b>
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**Source: Field Data (2021)**

Table 4.6 shows that leadership in this organization has resulted in project success, with a mean rating of 4.63 and a standard deviation of 0.547 (see the full results). Organizational values are influenced greatly by leadership at this company, which has a average of 4.54 and a standard deviation of 0.355. In this organization, the average leadership score is 4.26, with a standard deviation of 611 points. As a result, the claim that leadership may lead to company success has been widely debated, with a 4.23 mean and 0.798 standard deviations. As a result, leadership in this company has a significant impact on the organization's valued outcomes of 4.11 and 0.354, respectively. Overall, the mean was 4.35, which indicates that private hospitals have a significant deal of faith in their own leadership abilities.

#### 4.4.4 Communication

The participants were asked with three statements on communication and prompted to indicate their degree of agreement with each of them as specified in Table 4.17

**Table 4.7: Communication**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Std Dev</b>
Most businesses believe that effective communication is essential to their ability to provide high-quality services.	35	4.23	<b>.547</b>
Employees have effectively adapted to the suggested modification or changes, which has resulted in an increase in service delivery.	35	3.41	<b>.612</b>
Employees' readiness for change is great, which has resulted in high-quality service delivery.	35	3.90	<b>.562</b>
Supervisors or management are excellent at conveying change information.	35	3,69	<b>.411</b>
Quality service delivery is adversely impacted by efficient communication of change.	35	3.61	<b>.561</b>
<b>Composite Statistics</b>	<b>35</b>	<b>3.698</b>	<b>.538</b>

**Source: Field Data (2021)**

An average of 4.23 indicates that communication is crucial to the excellent service delivery performance of almost all companies. When it comes to expressing changes to employees, managers have a standard deviation of 0.562 and an average 3.90. Having a mean of 3.69 and a range of 411, change is effectively communicated, resulting in worse quality service. Staff acceptance and improved service performance are indicated by a 3.41 mean and a

standard deviation of 0.612, suggesting that the anticipated adjustment or modifications have been well received. In the end, the team dynamics of 3.26 and 0.561 were established via effective communication inside this project. This indicates that private hospitals are embracing communication to a moderate extent.

#### 4.5 Service Delivery

Under this research, service delivery was a dependent variable. The respondents' opinions on the service delivery of their hospital had to be established. The following analysis has been adopted to distinguish the extent: mean value of 4.0<35.0 to a large, a moderate extent of 3.0<4.0, a small extent of 2.0<3.0 and an average score of 1.0<2.0 to a small degree. Ten statements were used to assess the quality of service provided by private hospitals.

**Table 4.8: Service Delivery**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev</b>
The Hospital timely delivers services without delays.	35	4.11	1.17
Customer service quality rises as a result of implementing the charter.	35	3.73	0.98
Hospital workers are proactive in providing services.	35	3.34	1.19
Having a customer service charter in place leads to an improvement in customers ' satisfaction.	35	3.90	0.89
Customers feel safe and secure in the hands of staff delivering service in the Hospital.	35	4.20	1.05
The Hospital employees are dedicated to their work and have Customers interest at heart	35	3.70	0.87
Serving consumers with professionalism is the hospital's goal.	35	4.30	1.67

Good work ethics are maintained in a corruption-free workplace at the hospital.	35	3.30	0.34
Employees at the hospital are often taught about the facility's customer service charter.	35	3.20	0.32
My service delivery is supported by management information systems.	35	4.02	1.05
The customer policies are customer friendly	35	3.67	0.23
The Hospital has tools and equipment which make customers have assurance on its ability	35	4.23	0.56
<b>Composite Statistics</b>	<b>35</b>	<b>4.57</b>	<b>1.03</b>

**Source: Field Data (2021)**

The hospital upholds professionalism in serving its customers by mean 4.30 and std deviation 1.67. The Hospital has tools and equipment which make customers have assurance on its ability by mean 4.23 and std deviation 0.56. Customers feel safe and secure in the hands of staff delivering service in the hospital by mean 4.20 and std deviation 1.05. The hospital is committed to providing high-quality care in a timely manner, and this is shown by the fact The standard deviation is 1.17, while the mean is 4.11. Management information systems assist me in delivering my services. Standard deviations (SD) 1.05. Customer satisfaction rises by 3.90 points and 0.89 points when a customer service charter is implemented. An improvement in service quality was seen after the introduction of a customer service charter with an average of 3.73 and a standard deviation of 0.98. With an average of 3.70 as well as 0.87 percent variance, the hospital's employees are clearly concerned about the well-being of their patients. There is an average of 3.67 and a standard deviation of 0.23 in the customer policies. With a mean of 3.34 and standard deviation of 1.19, the Hospital's workers are proactive in offering services. Having a 3.30 average and 0.34 standard deviation, the hospital maintains a clean work environment devoid of

corruption. The customer service charter has an average of 3.20 and a standard deviation of 0.32, which the hospital uses to teach personnel on its contents. The overall average was 4.57 which implies service delivery is implemented greatly in private hospitals in Nairobi.

#### 4.6 Regression Analysis

Regression analyses were used to ascertain how private hospitals service delivery is supported by organization culture by utilizing the determination coefficient ( $r^2$ ) and also to forecast the connection among variables by use of  $\beta$  coefficient. Multiple regression analyses were conducted to evaluate how much of the dependent variable (service delivery) was predicted by four parameters (diversity, employee recognition, leadership and communication).

##### 4.6.1 Model Summary

The impact of predictor factors on dependent variables were studied using multiple regressions. Table 4.10 provides a summary of the model.

**Table 4. 9: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.820 <sup>a</sup>	.672	.570	.482

a. Predictors: (Constant), Diversity, Employee Recognition, Leadership and Communication.

##### Source: Field Data (2021)

In Table 4.13 at significance level of 0.005, the outcomes show that R and  $R^2$  were 0.820 and 0.672 respectively.  $R=0.820$  shows a strong link between organization culture and



service delivery. The findings also demonstrate that the model predictors explain 67.2 % of variance in service delivery, whereas other variables explain 32.8%.

#### 4.6.2 Goodness of Fit of the Model

For the data, the researcher utilized a suitable regression model and conducted an ANOVA.

Using 4.14 to illustrate.

**Table 4.10: ANOVA**

<b>Model</b>		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	.222	4	.056	1.696	.018 <sup>b</sup>
	Residual	1.037	30	.033		
	Total	1.259	34			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Diversity, Employee Recognition, Leadership and Communication

**Source: Field Data (2021)**

The ANOVA results are shown in Table 4.11. This table demonstrates that the f statistic is 1.696 when calculating the significance of the coefficient of determination at  $\alpha= 5$  percent. P values of  $0.018 < 0.05$  are considered significant. This suggests that the culture of an organization is an important factor in determining the quality of its services.

### 4.6.3 Model Regression Coefficients

The presentation in Table 4.12 shows significant values, t-statistics, standardized and unstandardized coefficients.

**Table 4.11: Regression Coefficient**

Model		Unstandardized		Standardized		Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta	T	
1	(Constant)	4.222	.617		6.838	.000
	Diversity	.067	.093	.143	.718	.047
	Employee Recognition	.121	.099	.203	1.220	.023
	Leadership	.178	.140	.279	1.271	.021
	Communication	.153	.096	.299	1.591	.012

a. Dependent Variable: Service Delivery

**Source: Field Data (2021)**

The regression coefficients illustrated in Table 4.10 show that a relationship exists between Organization culture and service delivery of private hospitals in Nairobi. Diversity posted  $p=0.047 < 0.05$ , employee recognition posted  $p=0.023 < 0.05$ , leadership posted  $p= 0.021 < 0.05$  and communication posting  $p=0.012 < 0.05$ . This Significance test was conducted

at  $\alpha=0.05$  in which the significance exists when  $p$  records a value  $< 0.05$ . The results show that the parameters of organization culture possess a significant with service delivery of private hospitals in Nairobi. The linear model then stands to be;

$$Y = 4.222 + 0.067X_1 + 0.121X_2 + 0.178X_3 + 0.153X_4 + \epsilon$$

As per the findings, when all other independent factors are held constantly, increasing the diversity in relation to organization culture by a single unit will result to a 0.067 change in service delivery of private hospitals in Nairobi, increasing employee recognition parameter in relation to organization culture by a single unit will result to a 0.121 change in service delivery of private hospitals in Nairobi, increasing leadership parameter in relation to organization culture by a single unit will result to a 0.178 change in service delivery of private hospitals and finally increasing communication parameter in relation to organization culture by a single unit will result in a 0.153 change in service delivery of private hospitals in Nairobi.

#### **4.7 Discussion of Findings**

Some private hospitals in Nairobi have taken a moderate approach to embracing diversity. For this organization, diversity in the workplace has the potential to boost productivity while also giving the company an edge over the competition. Esty et al. (1995) recommends that organizations look for new ways to include diversity into their workforce.

Employee recognition has a significant impact on service quality, according to the research. Furthermore, it was mentioned that the organization awards certificates to workers who do well, and individuals in this company are encouraged by being named employee of the month. The findings agree with Wright, and Powers (2015) who indicated that there is a

substantial link between culture and organizations competitive. The same results were obtained by Mahmud et al. (2010) whereby market innovations were found to provide organization capacity to expand its strategic customer base thus creating a sustainable competitiveness.

Many private hospitals in Nairobi have embraced leadership to a significant degree, according to research. Leadership in this organization fosters a positive work environment, and leadership in this organization has contributed to the success of many projects. According to Hofstede's (2015) conclusions that a lower power index indicates a culture that encourages organization structures that are flat and comprise of decentralized decision making, collaborative style of management and easily adapt to change.

The research found that private hospitals had a modest level of interest in communicating with their patients. Many businesses believe that communication is critical to their ability to provide high-quality service and that management or supervisors are adept at conveying information about changes in the workplace. The inclusion of feedback and communication barriers shows this process, according to McShane and Von Glinow (2003). Communication is critical to fostering employee loyalty and achieving excellent results, according to a number of academics.

To determine the effect of organizational culture and service delivery on private hospitals in Nairobi, regression analysis was used in this research.  $R^2 = 0.672$ , which means that the coefficient of determination was an excellent match for the data. The whole regression model's P-value is 0.018 ( $<0.05$ ), indicating that it is statistically significant.

Organizational culture is positively linked to service delivery in Racelis, (2005), according to these results.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

Conclusions and suggestions are summarized in this chapter as well as the researchers' plans for future research in this chapter. This is in conformity with the study's goal.

#### 5.2 Summary

The goal of this study was to examine the link between corporate culture and service delivery at private hospitals in Nairobi County, Kenya. It was found out that most of the most of the private hospitals have being under operation more than 8 years and have less than four hundred employees which imply that they are source of employment and operate under a small scale of staff. Most of private hospitals have more than ten branches which imply that most private hospitals are well established in Kenya.

It has been found that private hospitals in Nairobi have embraced diversity and communication to a degree. The following assertions support this: Organizational variety may enhance productivity and competitive advantages, excellent communication is crucial to most businesses' performance in delivering high-quality service, and supervisors or management are successful in spreading information regarding change.

Employee recognition and leadership have been found to have a substantial influence on organizational culture to a considerable degree. This was corroborated by the fact that the company awards certificates to workers who achieve high levels of performance. As a

result of the leadership in this organization, projects have been completed on time and under budget.

A connection exists between service delivery and organization culture, according to the research results. The regression analysis revealed that the regression model utilized in this study was an effective predictor.  $R^2=0.672$ , indicating that 67.2% of the variance in organizational culture can be explained by its impact on service delivery, was determined to be a good match for the data. P-value 0.018(<0.05) shows that the whole regression model is statistically significant.

### **5.3 Conclusion**

Organizational culture, according to the research, has a significant effect in an organization's success. The relevance of hierarchical culture is evident in the widely held belief that a real authoritative culture contributes to the accomplishment, and more particularly the productivity and sufficiency, of an organization's duties, as well as to its growth and improvement.

The examination presumes that organizations ought to induce positive societies that improve execution as well as societies that help the general prosperity of the workers. This is because of the way that representatives additionally have objectives to accomplish as far as profession development other than attempting to guarantee the associations achieves wanted targets.

The study also concludes that diversity, employee recognition, leadership and communication have beneficial significant effects on service delivery. In line with

organization culture organization recognizes employees that performs well by giving them certificates and there is proper channel of communication .

#### **5.4 Recommendations**

Organizational culture has been found to have a positive influence on firm service performance, hence the research implies that private hospitals in Nairobi use organizational culture to improve their service delivery. Moreover, the inquiry proposes that the industry map out exactly what components of organization culture are crucial to their sector and invest extensively in those areas so as to witness actual improvements in service delivery.

In order to achieve the company's vision, mission, and objectives, oil marketing companies should have rules and procedures that encourage its workers to become involved. In order to put a strategy into action, employees play an important role. Product quality attributes that entice buyers to purchase more are also recommended by this research. The study further recommends that all organizations should put more efforts on the adoption of good organizational culture since culture has today become an important tool for performance in terms of cost, flexibility, productivity and quality. Management should progress in the direction of developing a positive, expert and propelling workplace that isn't threatening to anybody so everybody can accomplish their objectives without crashes.

#### **5.5 Limitations of the study**

One of difficulties was that mid-level management personnel were the target respondents for the study. Many were extremely busy and strained due to the pressure at work, therefore there was not enough time to answer the surveys when the researcher provided them with the questionnaire. To guarantee that the questionnaire was properly completed, the



instrument validity was checked to make sure aims of investigation are clear, brief and addressed before distributing them by email.

The onset of Covid 19 necessitating people working from home and maintaining social distance limited the interactions the researcher could have with the respondents. Follow up questions had to be done remotely via a phone call or zoom meetings. These limitations further made it harder to adequately validate some of the responses as would have been the case in face to face meetings. The research also has a further disadvantage because it focuses solely on organization culture tactics. However, other variables are extremely important in obtaining a company's service delivery edge.

## **5.6 Suggestions for Further Studies**

A quantitative approach is used in this cross-sectional investigation. It was only a way to document what people thought and felt. Due to time and resource constraints, quantitative cross-sectional research was the only viable option for addressing the issue at hand. In order to do comparable qualitative research, such as interviews, it is essential.

Further, this study only focused on private hospitals. This leaves gaps in the effect of organization culture on other firms such as public hospitals, airline companies, large-scale farms, manufacturing firms, motor firms amongst others. Future research should be undertaken to identify the effect of organization culture on service delivery in other sectors.

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## **APPENDICES**

### **Appendix I: Questionnaire**

#### **Section One: Organizational Characteristics**

Please tick the most appropriate

1. In which Private Hospital do you work? (Enter below)

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2. For how long has the hospital been in operation? (tick one)

Less than 4 years      4-8 years  Above 8 years

3. How many employees are there in your hospital (tick one)

Less than 400      401 - 800    Above 800    

4. How many Branches does your hospital have in Kenya? (tick one)

Less than 5  5-10      More than 10    

#### **Section Two: Organization Culture**

1. To what extent do you agree with the following attributes on culture exhibited by your hospital. Using a scale of 1-5,tick the appropriate answer from the alternative

provided.1=No extent,2=little extent, 3=Moderate extent 4=Great extent,5=Very great extent.

<b>Diversity</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
This company's diversity has the potential to boost production and provide it an edge over the competition.					
That each person is unique and cannot speak on behalf of a certain group is recognized by this organization.					
In this company, a diverse workforce provides a workplace that is welcoming to everyone.					
This company's leadership and employees are conscious of their own personal prejudices.					
Managers at this company are aware that fairness does not always imply equality.					
<b>Employee Recognition</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Certificates are given to workers who do a good job for the company.					
A certificate award system has been established by the company to recognize and reward personnel.					



This company's employees are energised by the Employee of the Month award.					
Cards of gratitude are given to the company's top performers.					
This company's workers are more productive because of the encouragement they get from receiving appreciation cards.					
<b>Leadership</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
In this company, leadership has a significant impact on the organization's most important results.					
This company's leadership fosters a positive work environment.					
Leadership can lead to firm performance has largely been Contested					
Leadership in this organisation has led to project success					
This organization is more productive and lucrative because of the leadership in place.					
<b>Communication</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

Communication is viewed as central to the quality service delivery success of most all organizations					
Employees have successfully adopted the proposed change or changes and has improved service delivery					
Supervisors or management are effective in disseminating information concerning change.					
Change is always communicated effectively thus negatively affecting quality service delivery					
Communication channel is well established					

### Section 3: Service Delivery

To what extent do you agree with the following statements regarding service delivery in your firm? Using a scale of 1-5, tick the appropriate answer from the alternative provided. 1=No extent, 2=little extent, 3=Moderate extent 4=Great extent, 5=Very great extent.

Service Delivery	1	2	3	4	5
The Hospital timely delivers services without delays.					

Customers feel safe and secure in the hands of staff delivering service in the hospital.					
The hospital employees are dedicated to their work and have Customers interest at heart					
The customer policies are customer friendly					
Customers feel safe and secure in the hands of staff delivering service in the Hospital.					
The Hospital employees are dedicated to their work and have Customers interest at heart					
The hospital upholds professionalism in serving its customers.					
The hospital upholds good work ethics in a corruption free environment.					
The Hospital usually trains employees on the contents of the customer service charter.					
There are management information systems in place that utilize in my service delivery.					
The customer policies are customer friendly					

The Hospital has tools and equipment which make customers have assurance on its ability					
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**Thank you**

### **Appendix III: List Of Private Hospitals In Nairobi County, Kenya**

1. AAR Healthcare
2. Acacia Medical Center
3. Aga Khan University Hospital
4. Avenue Hospital
5. Beta Care hospital
6. Bliss medical Care
7. Bristol Park Hospitals
8. Chiromo Lane Medical Centre
9. Coptic Church Nursing Home
10. Eagle Hopital
11. Eastleigh Community Clinic and Maternity
12. Emmaus Nursing Home Inner core
13. Familycare Medical Centres
14. Getrude's Garden Children's Hospital
15. Guru Nanak Ramgharia Sikh Hospital
16. Huruma Nursing Home

17. Imperio Medical Hospital
18. Jacaranda Health
19. Jamaa Home & Maternity Hospital
20. Kasarani Maternity & Nursing Home
21. Komarock Nursing Home
22. Ladnan Hospital
23. Langata Hospital
24. Lions SightFirst Eye Hospital
25. Madina Nursing Home
26. Marie Stopes Clinic & Maternity
27. Mariakani Cottage Hospital
28. M P Shah Hospital
29. Masaba Hospital
30. Medanta Hospital
31. Mediheal Hospital
32. Melchizedek Hospital
33. Menelik Hospital

34. Meridian Equator Hospital Limited

35. Metropolitan Hospital, Nairobi

36. Mother & Child Hospital

37. Nairobi East Hospital

38. Nairobi Equator Hospital

39. Nairobi West Hospital

40. Nairobi Women's Hospital

41. Nazareth Hospital

42. Neema Hospital

43. New Langata Medical Centre

44. Plainsview Nursing Home

45. Radiant Hospital

46. Savannah Healthcare Services

47. Sinai Hospital

48. South B Hospital

49. South C Hospital

50. St Jude Nursing

51. St. Mary's Hospital Langata

52. The German Medical Center

53. The Karen Hospital

54. The Mater Hospital

55. The Nairobi Hospital

**Source: Kenya Pharmtech community (2020)**