STRATEGY IMPLEMENTATION PRACTICES AND COMPETITIVE ADVANTAGE AMONG SELECTED PRIVATE HOSPITALS IN NAIROBI, KENYA

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A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS AND LEADERSHIP STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION OF ST. PAUL'S UNIVERSITY

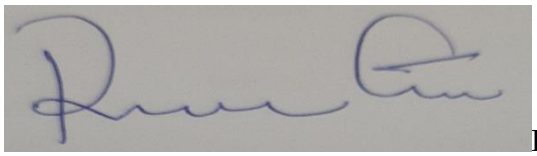
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DEDICATION

This dissertation is dedicated to my dad Ephraim K. Mwongera and my sister Lydia M. Kamochu. Their unmatched spiritual, emotional and material support cannot go unrecognized.

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I am grateful to my maker, whose spiritual presence has enabled me to be where I am today. I am thankful to my supervisors, Dr. Julius Kahuthia Mwangi and Dr. Wanjiku Kinyanjui whose input in this project was professional and immense. Their knowledge on research and project writing was next to none. I am also grateful to the entire academic fraternity at SPU for their academic support in and outside class.

TABLE OF CONTENTS

DECLARATION ..... **ii**
COPYRIGHT ..... **ii**
DEDICATION ..... **iii**
ACKNOWLEDGMENT ..... **v**
LIST OF TABLES ..... **x**
ABSTRACT ..... **xii**
LIST OF ABBREVIATIONS ..... **xiii**
OPERATIONAL DEFINITION OF TERMS ..... **xiii**
CHAPTER ONE **1**
INTRODUCTION **1**
1.1 Background of the Study **1**
1.1.2 Competitive Advantage **4**
1.2 Statement of the Problem **9**
1.3 General Objective **10**
1.3.1 Specific Objectives **10**
1.4 Research Questions **11**
1.5 Justification of the Study **11**
1.6 Significance of the Study **12**
1.7 Scope of the Study **12**
1.8 Limitation and Delimitations of the Study **13**
CHAPTER TWO **14**
LITERATURE REVIEW **14**
2.1 Introduction **14**
2.2 Theoretical Literature Review **14**
2.2.1 Contingency Theory **14**
2.2.2 Resource Based View Theory **16**
2.2.3 McKinsey 7S Framework **17**
2.2.4 Higgins 8 - S Strategy Framework **19**
2.3 Empirical Literature Review **21**

2.3.1 Leadership Style and Competitive Advantage 21
2.3.3 Staff Competence and Competitive Advantage 25
2.3.4 Competitive Advantage 27
2.3.5 Government Regulations and Competitive Advantage 28
Table 1: Summary of Empirical Studies and Research Gaps 39
2.4 Conceptual Frame Work 41
Figure 1: Conceptual Framework 41
Independent Variables Moderating Variable Dependent Variable 41
CHAPTER THREE 42
RESEARCH METHODOLOGY 42
3.1 Introduction 42
3.2 Research Design 42
3.2 Target Population 42
Table 2: Target Population Per Hospital 42
3.4 Sample Size 43
Table 3: Sample Size 43
3.5 Data Collection Instrument 44
3.5.1 Pilot Test 44
3.5.2 Validity of Research Instrument. 44
3.5.3 Reliability of Research Instrument 45
3.6 Data Analysis and Presentation 45
3.7 Ethical Considerations 46
CHAPTER FOUR 47
RESEARCH FINDINGS AND DISCUSSION 47
4.1 Introduction 47
4.2 Response Rate 47
Figure 2: Response Rate 47
4.3 Respondent's General and Demographic Information 47
4.3.1 Gender of Respondents 48
Figure 3: Gender of Respondents 48

4.3.2 Age of Respondents 48
Figure 4: Age of Respondents 48
4.3.3 Work Experience 49
Figure 5: Work Experience 49
4.3.5 Level of Education 50
Figure 6: Level of Education 50
4.4 Descriptive Analysis 50
4.4.1 Leadership Style and Competitive Advantage 50
4.4.2 Descriptive Statistics for Leadership Style 50
Table 4: Descriptive Statistics for Leadership Style 51
4.5 Government Regulation and Competitive Advantage 52
4.5.1 Descriptive Statistics for Government Regulation 52
Table 5: Descriptive Statistics for Government Regulation 52
4.6 Resource Adequacy and Competitive Advantage 54
4.6.1 Descriptive Statistics for Resource Adequacy 54
Table 6: Descriptive Statistics for Resource Adequacy 54
4.7 Staff Competence and Competitive Advantage 55
4.7.1 Descriptive Statistics for Staff Competence 55
Table 7: Descriptive Statistics for Staff Competence 56
4.8 Competitive Advantage 57
4.8.1 Descriptive Statistics for Competitive Advantage 57
Table 8: Descriptive Statistics for Competitive Advantage 57
4.9 Regression Analysis for Leadership Style 58
4.10: Summary for Regression Analysis for Government Regulation 59
4.11: Regression Analysis for Resource Adequacy 60
Table 9: Regression Coefficient for Resource Adequacy 60
4.11.1 Summary for Regression Analysis for Resource Adequacy 60
4.12: Regression Analysis for Staff Competence 61
Table 10: Regression Coefficient for Staff Competence 61
CHAPTER FIVE 63

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS 63
5.1 Introduction 63
5.2 Summary of the Study 63
5.3 Conclusion of the Study 64
5.3.1 Leadership Style and Competitive Advantage 64
5.3.2 Government Regulation and Competitive Advantage 64
5.4.3 Resource Adequacy and Competitive Advantage 64
5.4.4 Staff Competence and Competitive Advantage 65
5.4 Recommendations of the Study 65
5.4.1 Leadership Style 65
5.4.2 Government Regulation 65
5.4.3 Resource Adequacy 66
5.5 Recommendations for Further Research 67
REFERENCES 68
APPENDIX I: INTRODUCTION LETTER 79
APPENDIX II 80
QUESTIONNAIRE 80
APPENDIX III 85
KREJCIA AND MORGAN TABLE OF SAMPLE SIZE DETERMINATION 85
APPENDIX IV: AUTHORISATION LETTER 86
APPENDIX V: NACOSTI AUTHORISATION LETTER 87
APPENDIX VI: ISERC LETTER 88

LIST OF TABLES

Table 1: Summary of Empirical Studies and Research Gaps 39

Table 2: Target Population Per Hospital.....42

Table 3: Sample Size 43

Table 4: Descriptive Statistics for Leadership Style 51

Table 5: Descriptive Statistics for Government Regulation 52

Table 6: Descriptive Statistics for Resource Adequacy.....54

Table 7: Descriptive Statistics for Staff Competence.....56

Table 8: Descriptive Statistics for Competitive Advantage.....57

Table 9: Normality Test.....**Error! Bookmark not defined.**

Table 10: Regression Coefficient for Resource Adequacy.....60

Table 11: Regression Coefficient for Staff Competence 61

Table 12: Regression Coefficient for Competitive Advantage ...**Error! Bookmark not defined.**

LIST OF FIGURES

Figure 1: Conceptual Framework 41

Figure 2: Response Rate 47

Figure 3: Gender of Respondents 48

Figure 4: Age of Respondents 48

Figure 5: Work Experience 49

Figure 6: Level of Education 50

ABSTRACT

As a guide for making good decisions, strategic implementation practice has been found to be a useful tool for improving an organization's performance. In the face of significant obstacles posed by fierce industry competition, MP Shah, Aga Khan, and Avenue Hospitals are competing with other health sector players for market share. Many private hospitals have underperformed as a result of the widespread assumption that strategy issues are intended to apply to them. This study investigated strategy implementation practices and competitive advantage of private hospitals in Nairobi City County. The study sought to determine how leadership style, government regulation, resource adequacy and staff competence affect competitive advantage. Contingency Theory, Resource- Based View theory, McKinsey 7S Framework and Higgins 8 - S Strategy Framework were used in the study. The researcher selected 342 employees and the sample size was 181 employees. The study will be significant to the policy makers, the Government of Kenya, private hospitalsand lastly, the stakeholders, financiers and investors in the health sector. The results showed that there is a positive and statistically significant effect of Leadership Styles that has significant and direct effect on Competitive Advantage. The discoveries show that executing the public authority guidelines decidedly influences upper hand in chosen clinics in Nairobi. Unofficial laws can be a wellspring of the upper hand in confidential Emergency clinics as it possibly fulfills every component of the four-section test for the upper hand. Regulations present huge worth to firms through the insurance of advancement, the empowering of free work markets, and the proficient guideline of agreements. The outcomes show that asset ampleness adds to the upper hand and the profiting of the imperative assets by an association prompts accomplishment of the upper hand. The outcomes show that staff ability altogether adds to the upper hand. Skills in an association permits bosses to perceive how top entertainers make progress. For what is in store examinations, the specialist could manage considerably more inquiries on only one of the three most fitting authority styles to acquire reasonable upper hand. By making explicit polls on groundbreaking, conditional and magnetic authority and afterward directing overviews it very well may be feasible to figure out which of the initiative styles is ideal and rank them.

LIST OF ABBREVIATIONS

AKI	Association of Kenya Insurers
ANOVA	Analysis of Variance
BUMD	Local Government Owned Enterprises
GDP	Gross Domestic Product
GOK	Government of Kenya
HR	Human Resource
HRM	Human Resource Management
IT	Information Technology
LPC	Least Preferred Co-worker
MES	Managed Equipment Services
MLR	Multiple Linear Regression
MoH	Ministry of Health
RBV	Resource-Based View
SCA	Sustainable Competitive Advantage
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for the Social Sciences

TQM	Total Quality Management
UAE	United Arab Emirates
USIU	United States International University

OPERATIONAL DEFINITION OF TERMS

Business Strategy: This is a concise set of plans, actions, and objectives that explain how a company will compete with other businesses in a market or markets by offering a particular product or set of products or services.

Competitive Advantage: A company can to produce goods or services at a lower cost or at a higher quality because of these factors. An organization can achieve market dominance thanks to these factors.

Government Regulation: A regulation that controls the way that a business can work or these regulations considered together supported by the utilization of punishments that are planned explicitly to change the way associations work.

Leadership Style: This is how a person with a responsibility to lead an organization executes the plans and leads the people in the organization. How a leader strategizes and implements plans in accordance with organizational expectations is determined by their leadership style.

Resource Adequacy: This is attention on the assets that can be can utilized in an association, when they're free for the association, and the states of their accessibility.

Staff Competence: This is the combination of observable and measurable knowledge, skills, abilities, and personal attributes that contribute to enhanced employee performance and ultimately result in organizational success.

Strategy Implementation Practices: The actual execution of activities and responsibilities that would lead to the achievement of established objectives, as well as the institutionalization and implementation of planned actions.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Current organizations are working under tough times which are becoming fundamental for the associations to give a lot of consideration to key administration which is a critical component for association endurance. Competitors are waiting for the company to make mistakes because it is not alone in the market. Implementing strategies is a crucial component of any organization's growth and success. The organization can find potential solutions to the changes that are typical today with the assistance of well-established strategic management. Based on the following pillars, various definitions of strategic management exist: a drawn-out structure, key administration as a wellspring of upper hand, achievement, and long-haul business execution (Hron, 2013). Strategic implementation practice is a useful tool for improving an organization's performance because it serves as a guide for making good decisions. Therefore, strategic implementation practices must be modified to enable organizations in the development of the projected goals plan how to achieve them. This ought to be with regards to its capacities, requirements, and the climate in which it works (Michael, 2015).

According to Andrews (2016), crucial aspects of strategic implementation practices include the entire strategy process is an assortment of administrative choices and activities that have an orientation on the drawn-out execution of a company. Coulter (2015) says that strategic management practices are a series of steps taken in a holistic way to make it easier to create and use a competitive advantage. These procedures guarantee that the company can define the direction they wish to take and this is determined by a pattern which if followed in making decision of the company which determined its success. By establishing the company's purpose and operational framework, strategic management practices also focus on the company's current and future orientation. According to Robinson (2017), the utilization of strategic management practices enables managers at every level of the organization to participate in the planning, implementation, and control of the organization's operations.

Objectively, the need to put a strategy into action is to make a company better able to deal with

competition (Kinyua, 2014). A strategy has a provision for a basis for what needs to be done to achieve the desired results. This is a way in which a firm selects the best course of action with an aim of defining the organizational goals. All industries irrespective of their growth stage have strategies which by far are linked to competitive advantage in the organization. Otiso (2018) note that associations work in conditions that represent a ton of difficulties, and responsiveness is a basis for staying serious. The awareness includes knowing the climate precisely and forming proper techniques for transformation and arrangement with ecological circumstances.

As indicated by Quinn (2011), the execution of a technique involves making an interpretation of procedure right into it that has the capacity of empowering the association to acknowledge results or results that are alluring and that well contrasts with the goals of the venture. Technique execution contains different sub-exercises that are managerial in nature and consequently includes the coordination of assets and skills of a firm with the point of understanding the essential goals as planned.

At a global level, the Taiwanese National Health Insurance Administration encountered serious financial challenges owing to escalating medical- related costs which obliged them to change from “fee for fee service” to “global budget” so as to survive in the competitive market (Aikins, 2018). In United States, the dwindling healthcare system has had adverse effects on the workforce, employers and families who prospect for high performing and healthy workforce in a competitive economy. May health centers in US, were stretched during the COVID-19 period and are yet to recover fully (Healy, 2019).

In Africa, the competitive clout of many private healthcare facilities is wanting. In Nigeria, for example, there are a myriad of challenges that have bedeviled many private hospitals ranging from rising patient complaints, few medical practitioner, lack of medicines, lack of medical equipment’s and low morale among the health workers owing to poor remuneration (Akinyele, 2020). Similarly, Uganda is equally facing an analogous set of challenges. Many private hospitals do not have modern equipment owing to their exorbitant costs and lack of financing. Furthermore, private health facilities in Uganda have not been in a position to attract specialists in the health sectors owing to poor pay in many of these hospitals (Ooko, 2019). Africa as a

whole has a dilapidated healthcare system which has catalyzed healthcare tourism, for instance close to 6,000 people leave Ghana on a monthly basis to seek Treatment abroad.

In Kenya, a bulk of private hospitals continue to encounter challenges since a vast of households suffer financial constraints as out -of -pocket expenditure is needed before treatment is done, and even during emergencies, many patient die since private hospitals are not willing to treat households who are not in a position to cover their medical expenses Ndunge 2019). Many private hospitals in Kenya are expensive compared to public hospitals and in most cases they have a low capacity which curtails their competitiveness. Furthermore, they have been incidences where hospitals collude with patients to defraud health care insurance providers and this make the premiums to be expensive hence disadvantaging majority of employers (Gok Ministry of Health report, 2021).

1.1.1 Strategic Implementation Practices

System execution rehearses are characterized by this concentrate as the basic inner hierarchical variables that ought to be thought about and tended to for effective procedure execution. The degree to which arranged procedures will accomplish wanted results in each hierarchy still up in the air by these elements. These practices integrate organization obligation, definitive culture, staff expertise, monetary arrangement cycle and affiliation structure (Craving & Wheelen, 2017). For their growth and success, some organizations believe that strategic management must be implemented. Then again, a few different associations are of the assessment that it is important to zero in on the outcomes, paying little mind to how appealing and wonderful the technique is and that results ought to be observed as a system. These businesses hold the belief that there are a variety of approaches that can be taken to achieve the objectives, some of which may involve a combination of adaptability and prior experience sufficient in achieving the organizational goals without running a risk of having to alter the management strategy or be committed to it.

As a result, a company that adheres to strategy implementation orientation strives to ensure that these principles are considered within the company when implementing strategies. Methodology execution is the way to authoritative execution in that associations ought to execute different techniques to accomplish further developed execution. According to Kihara,

Kihoro, and Bwisa (2016), an organization's survival depends on how its stakeholders run it, and the process of putting strategies into action is what sets it apart. (Aaltonen & Ikavalko, 2017).

The practices of strategy implementation are crucial to the success of the execution of a strategy. According to Dooley, Fryxell, and Judge (2016), system execution rehearses are the fundamental inside hierarchical elements that should be thought about and tended to for fruitful methodology execution. The degree to which arranged procedures will accomplish wanted results in each hierarchical still up in the air by these elements. The board responsibility, authoritative culture, staff ability, the planning method, and the association's design are among these practices. This study adopted leadership style, resource adequacy and staff competence as measures of strategy implementation practices.

1.1.2 Competitive Advantage

According to Smith and Flanagan (2006), a company's competitive advantage is something that sets it apart from competitors and keeps it alive and growing. However, businesses' biggest marketing oversight is not fully capitalizing on their competitive advantage. Other businesses do not possess a competitive advantage, even though they believe they do. The advantage is available to others, but they do not make use of it. Businesses are finding it increasingly challenging to maintain their competitive advantage in the globalized world of today. Organizations are infiltrating to new business sectors, the contest is getting harder, and clients have the choice to pick from nearby creation, however from the overall creation. The business faces an increasing need for adaptability, flexibility, and quality.

In the UK, Eden and Ackermann (2013) assert that an organization gains competitive advantage when it develops characteristics that enable it to produce better results than its rival. Natural resources, cutting-edge technologies, and highly trained and skilled personnel are all examples of these attributes. A company, product, or service's competitive advantage is what differentiates it from competitors in the market and encourages customers to choose it. Conversely, Moses (2014) defines competitive advantage as the condition that enables businesses or nations to produce equivalent goods and services at a lower cost. Past performance indicators can be used to analyze competitive advantage measurement, according

to Magretta (2015). For example, the portion of the overall industry, item cost, net edge, monetary execution (benefit, deals development and return of speculation).

As per Yasar (2015), in Pakistan, to improve firm execution and accomplishment of upper hand in an association, there is a need for unflinching use and execution of serious procedures. An organization's high performance in comparison to that of its rivals can be attributed to its competitive advantage. Most businesses conduct performance reviews to learn more about themselves. A company's overall financial health over time is measured by its financial performance, which can be used to compare the company to others in the same industry or across sectors. The company hopes to achieve long-term superior performance, which will place it at the top of the industry because its performance will be better than the average across the board. Each procedure intends to lay out a drawn-out upper hand. Executing a cutthroat technique, which is principally characterized by the upper hand of minimal expense initiative or separation, is the way this objective is achieved (Christensen, 2017).

Different authors in France agree that competitiveness drivers vary from company to company; rundown can be gathered under two fundamental regions, full scale - financial and miniature - monetary intensity is brought about by a scope of strategies and public wise speculations that set the setting for a whole economy. Social framework (schooling, medical care, and public security) and political organizations characterize the more extensive setting where useful monetary movement happens. Factor endowments and demand conditions are examples of microeconomic factors that directly affect a company's productivity and labor force mobilization. Competitiveness is determined by five main factors: Access to markets, location in relation to raw materials, costs of transportation, availability of energy resources, and labour costs (Jones, 2019).

According to Rastogi (2018), open communication, individual accountability for the outcome and a common focus are all made possible by shared values and a vision that are stable. It is possible to solve problems. Interior strength in an adaptable and dynamic venture comes from serious areas of strength for its painstakingly sustained association culture. An organization's effectiveness can be equated with its adaptability. It exemplifies the organization's capacity to adapt its strategy, structure, systems, and processes in response to environmental pressures,

demands, and changes. At long last, a company's seriousness procedure comprises of the business approaches and drives to endure intense strain to reinforce its market position. It identifies management's position for successfully competing with other businesses and offering superior value to its clients. This distinguishes it from its rivals. A successful strategy is not a guarantee of success; rather, the success of the company is determined by its implementation process (Bushardt, 2019). Strategy is all about competition.

Quality is significant in every industry. According to a study conducted in Uganda's pharmaceutical industry, the quality of their products was their primary source of competitive advantage (McGee, 2019). People don't like paying a lot of money for work that needs to be done over quickly or a new unit that breaks before it should. In specific cases, quality isn't too significant, and in different occasions, quality is the main significant thought (Christenen, 2017).

In Tanzania, Rutihinda (2009) investigated cutthroat methodologies of unfamiliar endeavors in immature nations with the specific contextual analysis of Tanzania. The after-effect of this investigation discovered that fruitful firms were moderately autonomous from the control of their parent organization and will generally offer profoundly separated items at premium costs with additional accentuation on advancements and many channels of dispersion. It was discovered that unsuccessful businesses were tightly controlled by their parent companies and frequently offered lower prices with less emphasis on promotions.

There are a few sources/starting points of upper hand in Kenya. The capacity to innovate more quickly, superior service capabilities, a superior business location, an information technology system that enables a company to replenish inventory more quickly and efficiently than rivals, and customers with greater loyalty and following are just a few examples of these advantages. One more wellspring of upper hand is making an immediate selling channel that is profoundly receptive to clients and impeccably meets their requirements; having abilities at giving clients what they need - speedy, helpful, and fun assistance, or the company possessing something that its rivals lack. If implemented with care, quality can also be a significant source of competitive advantage. By applying quality administration ideas to the tasks of an association well, an association can separate itself from its rivals consequently drawing in an exceptionally

steadfast and rehash client pool. A competitive advantage that cannot be duplicated or taken away may result from an organization's continuous improvement in the dependability and quality of its goods or services. A company's essential assets can likewise be a wellspring of upper hand. Value, rarity, imitability, and substitutability are empirical indicators of an organization's resources' capacity to sustain a competitive advantage (Kinuthia, 2018). Decker (2019) attests that the essential method by which the public authority communicates with the confidential area is through guidelines

They assert that the government can determine through its laws and the institutions that implement them; those who are able to work in the private health care industry; the quality norms private emergency clinics should meet, the products and services they offer, furthermore, where they can rehearse. It is important to note that the quantity and quality of private health services are heavily influenced by effective and appropriate regulations. As a result, government regulation of medical professionals and facilities sets minimum quality standards and, if successful, can force providers who do not meet those standards out of business.

As stated in the strategy implementation formulation and planning section, selecting the appropriate individuals for the appropriate roles is also necessary. One of an employee's core competencies, adaptability, may have an impact on performance. It precisely entails an adaptable response to new environmental circumstances. The employee's capacity to adapt to changes is called adaptability. Employees who possess the adaptability competency have a propensity to be adaptable when it comes to handling a variety of situations. As a result, this competency is becoming a more significant performance dimension in dynamic contexts than any other individual competency. Additionally, they make it a point to work with others to finish jobs likewise (Kinuthia, 2018). Workers who have improved adaptability skills may be able to overcome challenging and complex jobs and be content with their current circumstances. Competitive advantage in the private hospitals in Nairobi City County will be measured by the firm's strategy, cost reduction, service quality, service innovation, and growth of customer segments in the current study.

1.1.3 Private Hospitals in Nairobi County

According to Healy (2019), private hospitals are a specialized organization which is determined by the environment they operate in. In order to acquire the resources necessary for growth, adaptation, and survival, they interact with the environment around them. There are external factors that influence the growth of hospitals. They include disease prevalence, public interest, hospital shifts in the healthcare system among other wider socioeconomic and the environment associated with politics. This constantly influences their policies and activities. The Confidential medical care framework in Nairobi has developed hugely throughout recent a very long time because of different reasons, among them absence of sufficient and quality public medical care administrations and presentation of client charges. This growth can also be attributed to the health sector reforms of the 1980s and 1990s, when the government relaxed restrictions on public sector employees working in private practice and relaxed licensing and regulation requirements for private healthcare providers. The change estimates executed by the public authority called for more noteworthy association of the confidential area in the economy.

In Kenya, there are more than 25 known private hospitals, the majority of which are in Nairobi. Although many people who have access to private hospitals are members of a scheme at their various workplaces, the availability of private hospitals has a significant impact on Kenya's health care system. Because private hospitals discourage long-term stays, they are commonly referred to as short-stay facilities. The pricing of the various services they provide demonstrates this (Auka, 2018). There are systems progressed to guarantee that the less lucky in the general public have appropriate admittance to clinical benefits in the confidential area yet its execution is a long way from being affected because of the costs that are involved.

The private hospitals in Nairobi are in the business to create gains and furthermore, for social exercises. In most of the country, the private sector market is huge and plays a big role in making people's health better. They ensure that they have the best doctors available to provide the services needed. Since only those who can afford the private fees can access the facilities, the private sector, which controls nearly 70% of the market's doctors, restricts access. According to Kioi (2018), most hospitals are in Nairobi, where urban areas make up most of the population. There is a lot of competition among private medical facilities in Nairobi, which has resulted in low customer retention in recent years. A few private hospitals in Nairobi have

been compelled to shut down their organizations because of contest powers radiating from many existing and forthcoming private hospitals in Nairobi. This makes it hard for private hospitals to get more patients to use their facilities (Ndunge, Oluoch, & Mutua, 2019).

Bakibinga et al. (2022) states that the confidential emergency clinics in Kenya are viewed as evolved and are a significant source under the watchful eye of patients. 45 percent of Nairobi County residents use the services of private health facilities. This makes it abundantly clear that they play a significant role in the provision of health care services, the enhancement of efficiency, and the provision of higher-quality care. The area helps as it contends with the public area that causes them to develop conveyance of their administrations. Growth has improved as a result of private sector reforms that saw it as an alternative for ensuring that services are provided effectively. The declining performance of public hospitals and lack of resources are the driving forces behind the sector's expansion.

1.2 Statement of the Problem

Ooko (2015) says that private hospitals in Nairobi County have had to operate in a very difficult economic environment because the shilling has lost value against the dollar; since prices are always high, businesses' sales, profitability, and sustainability are affected. The normal act of expecting that system issues are intended to apply to private medical clinics has added to the underperformance of various confidential emergency clinics (Mitchell, 2019). These organizations must recognize the essence and significance of strategy implementation procedures. There is a developing requirement for private emergency clinics to comprehend the significance of system execution as this will pivot their exhibition. Only when a business has a unique and a valued strategy that is well differentiated from the others in the market can make it achieve the desired competitiveness. This is one of the strategic assets that Barney (2019) considers to be controlled and allows a company to create and execute strategies with an aim of expanding the company's horizons through efficiency and effectiveness. This can result in sustained competitive advantage. Because they provide the public with essential services and goods and have contributed to the creation of jobs, the private hospitals in Nairobi are well-known.

Competitive advantage has been the subject of research in Kenya, domestically and

internationally. Quihong and Tiorini (2019) did a concentrate on upper hand in East Asia which has a unique regulatory, economic and cultural setting; Wasunga (2018) conducted a research on obstacles that affect private hospitals in Kenya's competitive advantage and failed to look at its potential linkage with the strategy implementation practices. A study by Nyambura (2017) examined the impact of strategic management practices on the effectiveness of Kenyan microfinance institutions and therefore findings cannot be generalized to private hospital setting since it has a dissimilar institutional framework. Muhindi (2012) investigated the factors that influence mission hospitals in Kiambu County's adoption of strategic plans and leadership, resource adequacy and staff competence were not among the factors assessed leading to conceptual disparities. According to the study, successful strategy implementation depends on organizational structure, culture, leadership, and resource allocation. In any case, the review majored on reception of key preparation in mission emergency clinics and didn't examine inward factors influencing execution of the well thought out courses of action. Kamau (2015) investigated the institutional factors that influence the implementation of strategic plans in Kitui Central Sub County government hospitals and overlooked competitive clout as one of the key elements. Even though FBIs have 30-40% of Kenya's hospital beds, this study did not include their participation. The above examinations were directed utilizing various factors which were intended to contrast the ongoing review and tried to affirm whether they tended to the gaps in the current. As a result, the purpose of the study was to fill this knowledge gap by evaluating the strategy implementation practices and competitive advantage of private hospitals in Nairobi, Kenya.

1.3 General Objective

To determine the effect of strategy implementation practices on competitive advantage of private hospitals in Nairobi, Kenya.

1.3.1 Specific Objectives

i. To determine the effect of leadership style on the competitive advantage of private hospitals in Nairobi, Kenya.

ii. To determine the effect of resource adequacy on the competitive advantage of private

hospitals in Nairobi, Kenya.

iii. To examine the effect of staff competence on the competitive advantage of private hospitals in Nairobi, Kenya.

iv. To establish the moderating effect of government regulation on the competitive advantage of private hospitals in Nairobi, Kenya.

1.4 Research Questions

The study was guided by the following research questions

i. What is the effect of leadership style on the competitive advantage of private hospitals in Nairobi, Kenya?

ii. What is the effect of resource adequacy on the competitive advantage of private hospitals in Nairobi, Kenya?

iii. How does staff competence affect the competitive advantage of private hospitals inNairobi, Kenya?

iv. How does government regulation affect competitive the advantage of private hospitals in Nairobi, Kenya?

1.5 Justification of the Study

Through productive direction and precise key detailing and execution, methodology execution has been promoted as one of the most proficient administration apparatuses for upgrading an organization's competitive advantage. Most associations have system execution groups but they fail to execute that capability. When it comes to putting a strategy into action, there are some obstacles that come in handy. This study was directed to distinguish those hindrances in regards to methodology execution rehearses and give serviceable arrangements on the equivalent.

1.6 Significance of the Study

The study findings can offer policymakers in Kenya's private hospitals insight into various ways they can improve performance to improve customer satisfaction, which in turn increases customer loyalty and increases market share and profitability. The review would be useful to the Government of Kenya (GOK) and specifically the Ministry of Health (MoH) in settling on choices on strategies whose targets is to increase administrative quality and effectiveness of medical clinics in the country. The health industry sector's rate of growth and the economy as a result, can be accelerated by technological services.

The findings offered policy prescriptions in the public and private hospitals in Nairobi County about how to formulate policies, how to successfully implement strategies, and how to purposefully mitigate challenges. In addition to stakeholders, financiers, and investors benefit from the study's formulation and planning of intervention and support areas. The findings of this study help in formulating the policies towards a replacement of NHIF with threefold separate funds, namely: Social Insurance, Primary healthcare and Chronic and Critical Fund.
The findings of this study add to the current group of information in the field of methodology execution practices and execution for scholastic purposes. To guarantee that the examinations in Kenya are refined, the review will act as a boost for additional exploration. The scholars and researchers gain knowledge and conduct additional research on strategy implementation practices and performance in Kenyan health care as a result of this study.

1.7 Scope of the Study

This study was confined to MP Shah, Aga Khan, and Avenue Hospitals in Nairobi City County. The study’s primary focus was on strategy implementation practices and competitive advantage. Leadership style, resource sufficiency, and staff competence were modeled as the independent variables, and government regulation was the moderating variable. It was operationalized by licensing, acts of parliament, regulatory bodies and county government approvals. Competitive advantage was modeled as the dependent variable and was measured by increased revenue, huge market share, new markets and process improvement. The study used a correlational research design and had 342 respondents chosen from all departments in the selected hospitals as its target population. The study was undertaken from June 2022 to

August 2023.

1.8 Limitation and Delimitations of the Study

The researcher experienced several challenges during the study. The respondents had tight schedules. During the data collection exercise, the researcher had to constantly reschedule her time to coincide with the respondents' availability because of the tight schedules of the top management and all staff members in the selected private hospitals. The respondents were reluctant to participate in the study. To surmount inherent limitations, the researcher sensitized the respondents about the logic behind research under consideration, by stressing that the investigation was purposely for scholarly reasons only and not for any other reason.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter looks at the literature that has been reviewed and the existing theories and how they are related with the study.

2.2 Theoretical Literature Review

This helps in the development of hypotheses to be tested and in establishing which theories that exists and their relationship. Contingency Theory, Resource View theory, The McKinsey 7S Framework, Higgins 8-S Strategy Framework, and Dynamic Capability theory were utilized in this study.

2.2.1 Contingency Theory

In 1971, Hickson proposed contingency theory. The political view of strategic contingencies, or bargaining and negotiation features of a leader or subunit that demonstrate great power or dependability of another su-unit in an organization, served as the foundation for Hickson's concept. By distributing power across all departments and sub-units, Hickson (1971) defined power as the organization's dependent variable. The hypothesis proposes that contingent chiefs are adaptable in picking and adjusting to compact methodologies to suit change in circumstance at a specific period in the running of the association. In Fiedler's piece from 1993, he depicts how two key factors add to feasible or compelling power and points the as "the personality of the trailblazer and how much the situation gives the trailblazer power, control and effect over the situation" (Robbins, 2017).

There are two essential inspirational ways of thinking for pioneers' authority characters. Trailblazers can be task -roused or relationship moved. As per Defender, the second variable that decides achievement is the specific situation and how much the pioneer feels in charge of their activities. The contingency model developed by Fred Fiedler centered on an organizational leadership contingency model. The connection between the favorable circumstances and the leadership style is depicted in this model. The LPC was developed by Fielder as a metric for

assessing a leader's style. They are asked to rate 16 to 22 items on a scale of one to eight based on their memory of a coworker with whom they had the most difficulty working with. According to Fiedler (1993), a test taker with a high score is relational, while a test taker with a low score is more task-oriented.

The same leaders have a significant impact on how the strategies are put into action, thereby determining the much-needed success in the organization (Cheng, 2020). Because an organization's strategic direction is determined by the type of leadership in place, the theory is pertinent to this investigation. Strategies can only be crafted and executed when there is strong management in place with proper systems. According to Cheng (2020), strategy follows structure. The management of an organization also sets the standard for quality. The way financial resources can be utilized to provide high-quality services varies depending on the type of management that is in place (Abba, 2018).

There are a lot of people who disagree with the theory. The Least Preferred Co-Worker Scale also has a problem: if they score near the middle of the range, it could be hard to tell what kind of leader they are. In general, contingency theory doesn't give a clear explanation as to why leaders who use a leadership style tend to accomplish more as compared to one who doesn't. Additionally, the LPC scale's poor correlation with other standard leadership measures is a source of criticism. The contingency theory's premise is straightforward: managers should act in accordance with the circumstances. However, when implemented, this becomes extremely complicated. The analysis of different horizons which has different perspectives is a necessity in the determination of an occurrence in which management must be involved.

As a result, time management is significant to managers as they may choose to take a shortcut rather than conduct a thorough analysis of all these variables. The fundamental nature of contingency theory is reactive. It almost suggests what managers can do in a particular circumstance. The environment of an organization is the super system, and management can also be applied to the supra-system. According to Northouse (2007), managers are obligated to manage the environment to avoid the environment's negative aspects.

Typically, a high-quality leadership style enhances competitive advantage by influencing an organization's performance using this hypothesis, which is applicable to the study. This theory says that leaders should make sure they get along well with the people who work for the organization. The organization's overall performance improves as a result of smooth operation.

In general, an organization's overall quality of service is influenced by a wide range of factors and situations that influence strategy implementation. Since strategies involve a greater amount of change, particularly during the implementation phase, it is necessary to adopt alternative management theories (Cheng, 2020). This theory is essential therefore in linking leadership style, government regulation, resource adequacy, and staff competence and competitive advantage

2.2.2 Resource Based View Theory

An approach to business strategic management that Prahalad and Hamel proposed in the 1980s and 1990s is known as the Resource-Based View (RBV) of the Firm. This viewpoint's proponents argue that rather than focusing on the competitive environment, businesses should look within the company as a source of remaining competitive. According to Barney (1991), the RBV model emphasizes the importance of resources in enhancing company performance.

Theoretically, businesses are made up of both tangible and intangible resources like knowledge, experience, and skills. Technology, information, data, location, and procedures. Hierarchical and HR, as per the hypothesis, furnish the structure with a drawn-out upper hand over physical, specialized, and monetary assets since they are hard to duplicate (Cruz & Haugan, 2019). The essential thought of the RBV is the way authoritative frameworks and different qualities can add to its' general upper hand for the longest period conceivable. As a result, for a company to remain competitive, its resources must be valuable, uncommon, one-of-a-kind, and incomparable, making it difficult for competitors to duplicate them.

The defenders of this hypothesis contend that those main extraordinary assets convey practical upper hand. Instead of focusing on external factors that are out of the organization's control, RBV focuses on internal factors that the organization can control. Its capabilities and resources serve as the foundation for a company's strategy. An association's cutthroat position is characterized by its novel connections and assets. Firms vary in major ways on the grounds that each firm has extraordinary assets, unmistakable and elusive resources, and hierarchical capacities to utilize these resources (Aikins, 2018).

The RBV has received a lot of criticism in addition to its significant advancement. According to Mahoney and Makadok (2011), some of the criticisms have been leveled in an indirect manner by recommending changes to the RBV. There are likewise polemical papers investigating the RBV straightforwardly. In this regard, Priem's studies and Barney's reactions are well known.

For those keen on propelling the RBV, the studies are critical for they propose where upgrades may be made. In this way, we evaluate the criticisms offered thus far and provide feedback on their impact and severity. It is hoped that this will assist in laying the groundwork for subsequent research and theory. In the following, we argue that the RBV's status is not really threatened by the first five criticisms. They are either erroneous or unessential, or they possibly apply when the RBV is extended to its intelligent or impossible cutoff points; characterizing the RBV and its factors more obviously can contain them. Nonetheless, assuming the RBV is to completely understand its capability to make sense of SCA, particularly beyond unsurprising, stable conditions, the last three studies present more serious difficulties that should be tended to.

In relation to this study, businesses ought to devise strategies that will give the company a distinct identity and instruct their employees on how to uphold standards and make use of the resources at their disposal to produce distinctive goods and services. While finishing things in a clever manner that people love, being sure of the quality and swearing off losing cash, ensuring that data can match presumptions in outcome and give returns, ensures a decent result (Powers & Bendall, 2019). Since each association's essential objective is to beat others, to rule the market, and, eventually, to have elite execution that is supportable, this hypothesis is suitable for this exploration. Since the procedure should be all around intended to guarantee uniqueness and great stream, the theory is applicable to all the exploration goals. Any arranged technique must be set in motion fully backed by a strong monetary establishment. To keep an upper hand, the human asset ought to have the essential abilities that line up with the association's objectives and are market-select.

Finally, information is a powerful resource, so how it is communicated can be a competitive advantage or a hindrance to the organization's success or failure to communicate its overall goals. The theory isn't adequately satisfactory to help the concentrate all alone as it doesn't make sense of how individual characters would be managed to guarantee the most extreme outcomes even as the assets accessible are being used without limit. As a result, factors like leadership style, government regulations, resource sufficiency, and staff competence have been taken into consideration.

2.2.3 McKinsey 7S Framework

The McKinsey Consulting organization's two consultants, Robert Waterman and Tom Peters,

created the McKinsey 7S framework in the early 1980s. The model is a powerful instrument for assessing and examining inner situational shifts inside an association. It relies upon 7 key parts, which conclude the affiliation's flourishing, which should be connected and adapted to convey synergistic outcomes (Peters, 1980). Scholastics and experts have utilized the model since it was presented, and it keeps on being one of the most broadly involved apparatuses for vital preparation. Rather than the customary efficiently manufactured effects of capital, framework, and hardware, it looked to introduce an accentuation on HR (Delicate S) as the way to work on authoritative execution. The model's goal was to exhibit how seven organization parts: An organization's design, technique, abilities, staff, style, frameworks, and shared values can be in every way adjusted for viability. According to Waterman, Peters, & Phillips (1980), the model's most important feature is the fact that each of the seven areas is connected to the rest of the business, and any change in one area must be reflected in the rest of the business for it to be effective.

According to Hayes (2014), the model can be used to help with figuring out what should be realigned to improve execution or to safeguard arrangement (and execution) during different sorts of progress. Whatever the sort of progress - modifying, new cycles, legitimate solidification, new systems, change of organization, and so forth - the model can be used to appreciate how the various leveled parts are interrelated, accordingly ensuring that the greater impact of changes made in one district is contemplated. Ravanfar (2015) says that the McKinsey 7S model has been criticized in equal measure despite its contribution to various organizational configurations. The McKinsey 7S model depicts only the most essential components for explaining the interdependence of the organization's key processes and factors, ignoring the significance of the external environment. According to Alshaher (2013), it is more of a general approach to ensuring the equilibrium of the organizational components. When used as a gauge at the beginning and end of a change management project to ensure that an organization's 7S areas are aligned, the McKinsey 7S framework example performs better. For the actual change strategy and planning, it makes more sense to use a different change management tool or model. This study's leadership style is supported by this framework because leaders in an organization are agents of change. The impact of strategic management practices on the competitive advantage of private hospitals is evidence of the suitability of the theory in this study.

2.2.4 Higgins 8 - S Strategy Framework

Higgins created this framework in 2005. The implementation of administration strategies is the primary focus of this framework. Higgins (2005) revised McKinsey's 7-S model and added an S - strategic performance - to it, creating the 8-S, based on the interaction of the 7-S in the original McKinsey's 7-S framework. One "S" for abilities was supplanted by resources" since it is challenging for a business to really carry out techniques without coordinating different resources like time, cash, innovation, and data. The 8-S framework, according to Higgins, makes it possible for managers to manage responsibilities across a variety of functions and other tasks connected with the implementation of strategies. According to Higgins (2005), one interpretation of the model is that administrators who are aware of the significance of strategy implementation in comparison to strategy formulation tend to devote most of their time to strategy implementation in order to improve their organizations' performance.

According to the 8-S framework, successful strategy implementation depends on aligning an organization's key mechanisms (8-S) with the strategies it plans to implement. Nevertheless, it is essential to constantly restructure strategies to reflect observed transformations considering the dynamic environment and business environment. This necessitates constant re-adjustment of the eight S's components to ensure that they align with the strategy in focus, and managers have found this to be the most challenging aspect of attempting to ensure the success of strategy implementation. Since the parts of the 8 - Ss are interlinked, association managers must constantly guarantee that every one of the eight parts arrange with the thought-up technique in order to have effective execution of a procedure and improve execution (Higgins, 2005).

When developing a firm’s long-term plan, this is done in mind to achieve a specific objective, as outlined by Higgins’s model of the eight S's. This way, any change made in the hierarchical reason as made sense of in mission, vision, targets, and objectives of an association will expect changes to be made in approaches to guarantee that the new design is achieved. The 8-S model of organizational structure consists of five essentials: the job, the authority line that is responsible for the performance of the job, job groups that are arranged in a way that makes it possible to achieve goals, the coordination method that managers use to effectively supervise

jobs, and the span of control, which shows how many subordinates can be under a manager's effective supervision. Progress in a specific association is educated by how well the association is arranged corresponding to its business methodology. In this 8-S framework, employees are viewed as significant human resources that aid a company in achieving its strategic goal (Higgins, 2005).

The overall frameworks examined in this concentrate additionally loans complements to Higgin 8 - S model's declaration that methodology execution parts are interconnected. The model clearly shows the need to have predictable realignment of affiliations philosophies to match the movements in the environment to ensure that strategies are workable and all the while help in separating issues in the system and avoid any failure during the execution of the said techniques (Higgins, 2005). This model of 8 - is significant in this study since it makes sense of practically all study factors, for example, administration style, unofficial law, asset ampleness and staff ability.

2.2.5 Dynamic Capability Theory

Teece was the first person to develop this theory in 1989. In their 1997 paper, Dynamic Capabilities and Strategy Management, Gary Pisano and Amy Shuen are two additional academics. Helfat et al. (2007) defined dynamic as the capacity and ability to renew competencies in order to remain strategically relevant, considering the constantly shifting business environment. Ability is the center job in serious methodologies including both outside and inner abilities set of an association. Considering evolving climate, an association needs to coordinate and reconfigure its skills and capacities to acquire upper hand.

Three factors are suggested by this theory to help explain an organization's competitive advantage. Among these factors are: processes that show how activities and operations are carried out, positions that show the relationships and categories of assets within an organization, and finally, paths that describe the organization's strategic direction. According to DC theory, competitiveness is generally determined by an organization's present and future paths, various asset positions, and internal processes (Teece et al., 1997). This theory proposes three explanations for an organization's competitive advantage. These factors include: processes that show how exercises and activities are completed, places that show the connections and classes of resources inside an association.

Arend and Bromiley (2009) in their submission postulated that theories of organizational change ought to also explain when organizations do not change. Furthermore, a hypothesis of hierarchical change ought to be founded on a hypothesis of associations. In this sense, the DCT comes up short on hypothetical premise since it promptly decides to make sense of the change execution relationship without the unique situation. In addition, it was argued that the DCT lacked precise definitions, measurability, and other requirements that would make it possible to formulate and evaluate predictions and hypotheses.

Dynamic capability theory is vital in Explaining the link between strategic implementation and competitive advantage. Competitive clout often determines the success of many organizations as it allows firms to acquire huge market share and this is accomplished through the implementation of various strategies. Strategy implementation is essential in attracting and retaining the talented workforce which in turn gives an organization a competitive edge.

2.3 Empirical Literature Review

In-depth review on empirical studies relating to leadership style, resource adequacy and staff competence and competitive advantage is undertaken in this section.

2.3.1 Leadership Style and Competitive Advantage

Perry's (2019) study on the impact of transformational leadership on an organization's competitive advantage found that it influences competitive advantage in the organization. This study established that transformational leadership significantly increases an organization's competitive advantage. The study's target population was 251 people from various Malaysian logistic companies. From the review examination, it demonstrated that charm part of authority and item or administration in advancement arose as the main factors that impact the hierarchical upper hand of an association.

In Iraq, Atan (2018) focused on the effect of leadership on an organization's competitive advantage and the role of intrinsic motivation as a mediator. The main goal was to find out how leadership affects an organization's competitive advantage. The study used a quantitative research approach and included 351 respondents from three large, state-funded colleges in Iraq. According to the findings of the investigation, moral administration strongly sympathizes with resident conduct within the organization and disagrees with turnover goals.

Strategic leadership's impact on South African quoted insurance companies' competitive advantage was the subject of a 2019 study by Fourie. The review laid out that groundbreaking authority style assumes a significant part in affecting upper hand in an association. An expressive examination plan and separated arbitrary testing were utilized in the review. Individual-level task performance was not predicted by transformational leadership over contingent reward, contrary to the study's expectations. Individual-level task performance variation was incrementally explained by contingent reward instead of transformational leadership.

In Uganda, Bhoke (2019) analyzed the impacts of groundbreaking and shared administration styles on upper hand in the assembling business in Uganda. The primary goal is to determine whether punishments and rewards are linked to performance and how much a superior's intervention before and after a problem affects competitive advantage. Participants were chosen at random from a sample of 200 people. An orderly testing technique was utilized to choose the workers for information assortment. The representatives chosen were consulted by utilization of a poll during their ordinary working hours. Strict adherence to all essential and significant ethical issues was observed. The study demonstrated a correlation between managerial roles and task completion efficiency, as well as a positive relationship between leadership and competitive advantage in relation to contingently rewarding employees. The respondents' opinions appeared to support the notion that worker output is directly influenced by management behavior.

Muchiri (2019) did a concentrate because of authority rehearses on economical upper hand of private medical clinics in Kenya. The study looked at the leadership styles of Kenyan accredited hospitals from level three to level six. The study findings established that the qualities of leadership had a statistically significant positive impact on private hospitals in Kenya's sustainable competitive advantage. It in any case, compelled its discoveries to private clinics just and didn't handle the MES projects in the Level 4 and 5 public clinics.

Research by Otieno (2018) explored the impact of the administration on upper hand in confidential colleges in Kenya. 36 organizations were the focus of the study. The study used a mixed research approach with exploratory and descriptive designs to select 249 institution leaders. The methodology used was stratified sampling. The study found a relationship that was positive and which was directly related to leadership and competitive advantage of private universities in Kenya. In this study, the main data collection tools were questionnaires.

2.2.2 Resource Adequacy and Competitive Advantage

According to Daft (2019), In order to facilitate the completion of an implementation process, sufficient resources must be allocated. Implementing a strategy is a never-ending process that, if not carefully planned for, would stall along the way, wasting money, effort, and time. Any strategy must be properly planned before it can be implemented to determine the organization's financial capacity and whether it is time to begin or whether additional planning and the collection of sufficient resources are required.

An investigation into the connection between competitive advantage and organizational resources was carried out in 2017 by Ismail, Rose, Uli, and Abdullah. This examination observationally analyzed the significance of and accentuation on hierarchical assets in their associations with upper hand. Supporting and corroborating the resource-based view (RBV), the study results established a direct correlation between firms' resources, organizational strengths, and processes on the competitive advantage. The review embraced a research plan that was cross -sectional in nature. Surveys were utilized to gather applicable information. Participants were chosen at random from a sample of 200 people. An orderly testing technique was utilized to choose the workers for information assortment. The representatives chosen were consulted by utilization of a poll during their ordinary working hours. The strict adherence to all essential and significant ethical issues was observed.

As per Topaloglu and Powell (2016), who referred to the Govindarajan concentrate on the elements to consider while settling on conclusions about asset distribution in US producing organizations, asset portion is finished by needs since running all new tasks at the same time would place the association in monetary and financial strain. They kept on contending that project prioritization is significant on the grounds that those ventures that are given need would offer monetary help for the ensuing task, which would bring about supported monetary ability. Information was accumulated from 227 respondents who were chosen indiscriminately utilizing defined arbitrary examining, even though the review was expected for 553 chiefs of the top 100 medium-sized associations. The Pearson Correlation and Chi square were utilized for data analysis and hypothesis testing between study variables. A closed-ended questionnaire was used for collecting primary data.

Wernerfelt (2017) conducted a study that found that managerial and organizational capabilities,

competitive advantage, and "past activities of the firm, have a direct relationship with financial resources. This may be especially true for businesses that typically originate as start-ups or are developed by multiple entrepreneurs. Most of the literature on competitive advantage is based on managerial skills acquired through entrepreneurial endeavors, which are extremely valuable. In this research, the measures of central tendency were used in the study. They established that organizations' long-term competitive advantage depends on the availability of the labor force as a resource and the availability of money. Proof from past experimental investigations of authoritative and pioneering learning proposes that speculation dynamic in associations is based on experiential learning, as opposed to formalized techniques.

In a study by Al Amin and Maina (2020) in Kenya, observational research method was utilized by the researchers. In the study findings, it figured out that there is huge connection between hierarchical assets and manageable upper hand among chosen organizations in the Airline business in Kenya. It was established that there exists a critical positive connection between information assets, the executives and manageable upper hands in Kenya's flight. Changes in technology have a daily impact on the airline industry, which is a dynamic one.

Bora and Wainaina (2020) study used the descriptive research design. The review laid out that initiative methodologies assumed a focal part towards the assurance of the hierarchical functional assurance, demonstrating that administration approaches straightforwardly influence fair and square of association upper hand. The study concluded that important organizational drivers like internal dynamics are the source of competitive advantages. In any case, the review didn't show what other association assets like data innovation means for upper hand of aircraft ventures.

Low and Lee (2018) led a concentrate on the impacts of inner assets on carrier seriousness. Using resource-based theory, the study looked at how 114 major international airlines did between 1987 and 2010. An analysis of 104 articles was undertaken, Boselie (2017) reasoned that productive enrollment and choice, preparing and improvement, a possibility and prize framework, and execution the executives are the main four HRM rehearses as hierarchical assets. These practices have indeed been extensively utilized by a variety of researchers. Specialists have additionally settled the utilization of monetary and non-monetary measurements in order to gauge hierarchical execution. Benefit, deals, and portion of the overall industry are monetary measurements. Non-financial metrics, on the other hand, include things like productivity, quality, and efficiency as well as attitudes and behaviors like commitment, the intention to quit, and

satisfaction.

2.3.3 Staff Competence and Competitive Advantage

Competitive advantage originates from multiple sources. The ability to develop more rapidly, predominant help capacities, a prevalent business area, a data innovation framework that empowers an organization to recharge stock more rapidly and effectively than opponents, and clients with more prominent reliability and following are only a couple of instances of these benefits. One more wellspring of upper hand is making an immediate selling channel that is profoundly receptive to clients and impeccably meets their requirements; having abilities at giving clients what they need speedy, advantageous, and fun assistance; or the company possessing something that its rivals lack. By applying quality administration ideas to the tasks of an association well, an association can separate itself from its rivals consequently drawing in an exceptionally steadfast and rehash client pool. Innovation in products and services can provide a chance for a competitive advantage; this could be brief since contenders could undoubtedly duplicate equivalent to soon as it raises a ruckus around town. A company's essential assets can likewise be a wellspring of upper hand (Burnti, 2019).

The most important strategic asset is people. As a result, it is critical for businesses to make use of their employees' expertise in the right places (Pryor, et al., 2017). As stated in the Strategy implementation formulation and planning section, selecting the appropriate individuals for the appropriate roles is also necessary.

In their conceptual review of Jordanian hospitals, Alrifae, Wahab, and Alsheikh (2021) discovered that high performance work practices (HPWP) influenced the behavioral factors of employees, giving them a competitive advantage. This included both contextual and task performance. Their review outperformed the AMO, which asserts that the HPWP is a combination of key practices, for example, execution-based pay, result-arranged execution examination, strengthening based worker relations, and persistent preparation and advancement to further develop capacity levels. Their review had work pressure as the directing job in the connection among HPWS and representative execution.

When applied to Jordanian insurance companies, Bani's (2019) research focused on the role of staff competencies on organization’s competitiveness. The heads of all Jordanian insurance companies made up the study's population. The respondents to this study were selected through a

straight forward random sampling method. In the study, there was a total of 61 research instruments which were used by the researcher. The hypothesis was tested through Multiple Regression and the Spearman correlation. The research findings indicated that staff competencies were directly related to competitiveness. Zahari (2019) investigated the significance of staff competencies to competitive advantage in the private banking industry in Iraq. The discoveries showed a huge connection between staff capabilities and upper hand.

Cader (2016) focused on how Sri Lankan banking firms used staff competencies to gain a competitive advantage. The review was directed in view of subjective study. Essential information was gathered through an organized survey. In Sri Lankan banking, there is direction connection between staff competencies and competitiveness. The magnitude of the staff Competencies variable's effect on competitive advantage and enterprise performance was determined by Kusman (2016). There were 88 who were selected to participate in the study. All these were included in the study's thirty-one units, which were conducted using the census method. Competitive advantage is significantly impacted by the Core Competency.

The impact of staff competencies on Kenya's insurance industry's competitive advantage was discovered by Mugo (2016). In December 2014, data indicated that the Association of Kenyan Insurers (AKI) have forty-nine insurers who has registered with the association. The study used a descriptive research design. Staff competencies gave Kenya's insurance industry a competitive edge, according to the correlation results. According to the findings of the study, insurance companies in Kenya's human resources department should ensure that the company's policies promote a sense of belonging among employees, encourage open communication, provide consistent feedback on the positive and negative aspects of the workplace, and development of a policy framework that can facilitate communication in the organization.

According to Kihanya (2018), public sector businesses in Kenya must attract employees with the necessary experience, technical skills, and other soft skills in order to influence their competitive advantage in terms of human resource skills. The skills must vary according to the strategy the company plans to use. A descriptive research design was used, and there were eight (8) parastatals in the sample. Using the census method, a sample of sixty-five (65) respondents completed a questionnaire to provide the data. Kihanya discovered that public sector organizations suffer from lack of skilled personnel, which prevents them from achieving a competitive advantage. The concentrate by Kihanya utilized an enumeration strategy that is off-

base, looking at that as an example was chosen. As a result, the method of selecting samples was incorrect. The use of strata in the study made the researcher to select the respondents from the distinct regions - Kakamega, Bungoma, and the North Rift - based on their proportion.

2.3.4 Competitive Advantage

Chen says that if a company doesn't have a competitive advantage, it will only be able to get normal returns, which are the same as what other investments with the same risk make. In addition to the company's strength, companies that can sustain a competitive advantage must strive to develop strategies that cover all aspects. A company's strategic decisions to capitalize on market opportunities give it an edge over its rivals. A competitive strategy, also known as a business strategy, is usually developed at the divisional level and focuses on strengthening a company's competitive position in the industry or market segment it serves. The division's business procedure might zero in on expanding benefits in the creation and offer of items and administrations (Kumar, 2021).

The implementation of competitive strategies at Bralirwa Ltd. in Rwanda was the focus of Bimenyimana's study. The study focused on effects of manufacturing firms' cost leadership, commodity differentiation, and market focus. Essential information was obtained from an example of 96 haphazardly chosen supervisors across the different branches of the organizations. The descriptive statistics and regression modeling methods of data analysis were utilized. Results from the study indicated that cost leadership, market focus strategy, and the strategy for differentiating products/services influence the performance of the organization. Be that as it may, The item separation technique was the main element of hierarchical execution (Bimenyimana, 2018).

According to Banker, Mashruwala and Tripathy (2018), the study also demonstrated that the most important factor was product differentiation, which gave businesses an advantage over competitors in the face of market instability and systematic risks in an industry. Mutinda and Mwasiaji (2018) embraced a concentrate on ferocious techniques and complete of general stores in Kenya with a focus on family businesses in Machakos County. Data was collected using a questionnaire and 250 respondents participated in the study. Cost, differentiation, and focus methodologies positively impacted performance in the organization. Of these factors, cost

methodology and center were critical drivers of execution. Nonetheless, the separation system didn't altogether impact execution (Mutinda & Mwasiaji, 2018).

In 2020, a study on Parsian banks in Iran looked at the result of viable strategies and how Parsian banks behave. The goal was to figure out how each of these strategies affects how well the company does. Essential information was amassed 200 and ten master representatives at Parsian bank. Information examination strategy involved utilization of the underlying condition demonstrating method. All alternative hypotheses were confirmed by the path coefficient and its significance (Taghipour et al., 2020).

Mustapha, Islami, and Latkovikj (2020) examined the impact of competitive strategies on organizational success by focusing on Kosovo's manufacturing firms. The focus was on low - cost leadership, focus, and differentiation. Utilizing an irregular testing method, a hundred and fifty structures were given to firm agents. The organizational performance was largely influenced by one of the three differentiations (Mustapha, Islami, & Latkovikj, 2020). Focus competitive strategies' impact on SACCOs' organizational execution in Kenya was the subject of the study. The primary data for the revision came from deposit-taking cooperatives. The illustrative factors of this perusing were; pricing strategies, customer relationship management, and quality of service (Ogollah et al., 2018). Information strategies involved utilization of an organized survey and the members were 181 supervisors from the monetary organizations.

In 2019, a second study investigated private electricity producers in Rwanda's positioning strategy. The review had four positive goals to be specific; analyze the result of separation, costing and advancement center procedure, quality system, and evaluating technique. Information was obtained from thirty arbitrarily chosen members among the free power makers. The reported results demonstrated improved performance for focus strategy elements like pricing, costing, and service quality strategies. Contrarily, differentiation findings have a negative impact on organizations' performance (Mukeshimana, Nkechi, & Jefferson, 2019).

2.3.5 Government Regulations and Competitive Advantage

A firm that accomplishes something in a preferable way over the vast majority of its actual or potential contenders enjoys benefits in that action. However, for this to be a competitive advantage, the company must be better at that activity in order to meet its long-term objectives. For instance, a company has an advantage in document filing if it is the best in its field.

However, unless document filing speed is somehow linked to the basis on which businesses compete, this will not give it a competitive advantage. Organizations' day-to-day operations are governed by numerous rules and regulations enacted by governments. When the government changes these rules and regulations, organizations usually change how they work. The financial strategies of the public authority and market guidelines additionally impact on the intensity and productivity of organizations (Williams, 2020).

According to Barnes and Decker (2019), regulation is the primary means by which the government interacts with the private sector. They assert that the government can determine through its laws and the institutions that implement them, those who are able to work in the private health care industry, the quality norms private emergency clinics should meet he products and services they offer and furthermore, where they can rehearse. It is important to note that the quantity and quality of private health services are heavily influenced by effective and appropriate regulation. As a result, government regulation of medical professionals and facilities sets minimum quality standards and, if successful, can force providers who do not meet those standards out of business (Barnes, 2019).

Wu and Wu (2019) looked at the factors that gave China a competitive advantage over other countries when it came to oil imports using quarterly data from 1995 to 2006. China's size is sufficient to have an impact on international oil prices, as the international oil price has no statistically significant long-term effect on oil imports. Oil import had a positive and significant relationship with industrial output and traffic volume. On the other hand, imports of oil were negatively correlated with domestic energy production. Albeit this study features the reasons for oil import instability, it doesn't connect the unpredictability to upper hand.

Moshi and Mwakatumbula's (2017) study looked at how political factors helped microfinance institutions in Tanzania gain a competitive edge. Their review utilized venture elements during the period 2001 and 2011. Individual businesses, industry partners, and investments across the nation were the focus of the investigation. In particular, the review tried to lay out the market size, request level, market construction, and speculation cost. In capturing the relationship between the variables, a process was created with an aim to evaluate the relationship associated with the government policies.

In a review by Kundu (2008), which zeroed in on the job of the public authority in the reception of upper hand by Mission Clinics in Kenya, it was figured out that upper hand is taken on

through various systems, for example, offering superior services, providing superior customer service, introduction of new products and services, adoption of competitive technology, continuous market surveys, unique markets, introducing new service features in response to demand, maintaining overhead costs that are comparable to those of the industry, maintaining charges that are lower than those of competitors, and cutting staff. Descriptive research methods were used in the study. To make sure that the findings could be applied to the general population and that there was a fair representation, systematic random sampling was used.

Table 1: Summary of Empirical Studies and Research Gaps

Study	Key Findings	Knowledge Gaps	Focus on the Study
A study by Muchiri (2019) examinedhow leadership practices affect private hospitals in Kenya's ability to maintain a sustainable competitive advantage.	The study found that leadership qualities had a statistically significant positive impact on private hospitals in Kenya's sustainable competitive advantage.	The study was conducted in hospitals of a lower tier, so the findings may not apply to all Nairobi hospitals.	The current study will be based in the private hospitals in Nairobi City County.
Kundu's (2008) study focused on the government's role in Mission Hospitals in Kenya's adoption of competitive advantage.	The study revealed that a variety of strategies are used to gain a competitive advantage, including; offering unrivaled administrations, timely customer care, offering administrations and acquainting new administrations with the market.	The study only looked at private hospitals in Nairobi City County, not mission hospitals in Kenya. While stratified random sampling will be used in this study, systematic random sampling was used in the previous study.	The private hospitals in Nairobi City County will serve as the location of the current study.

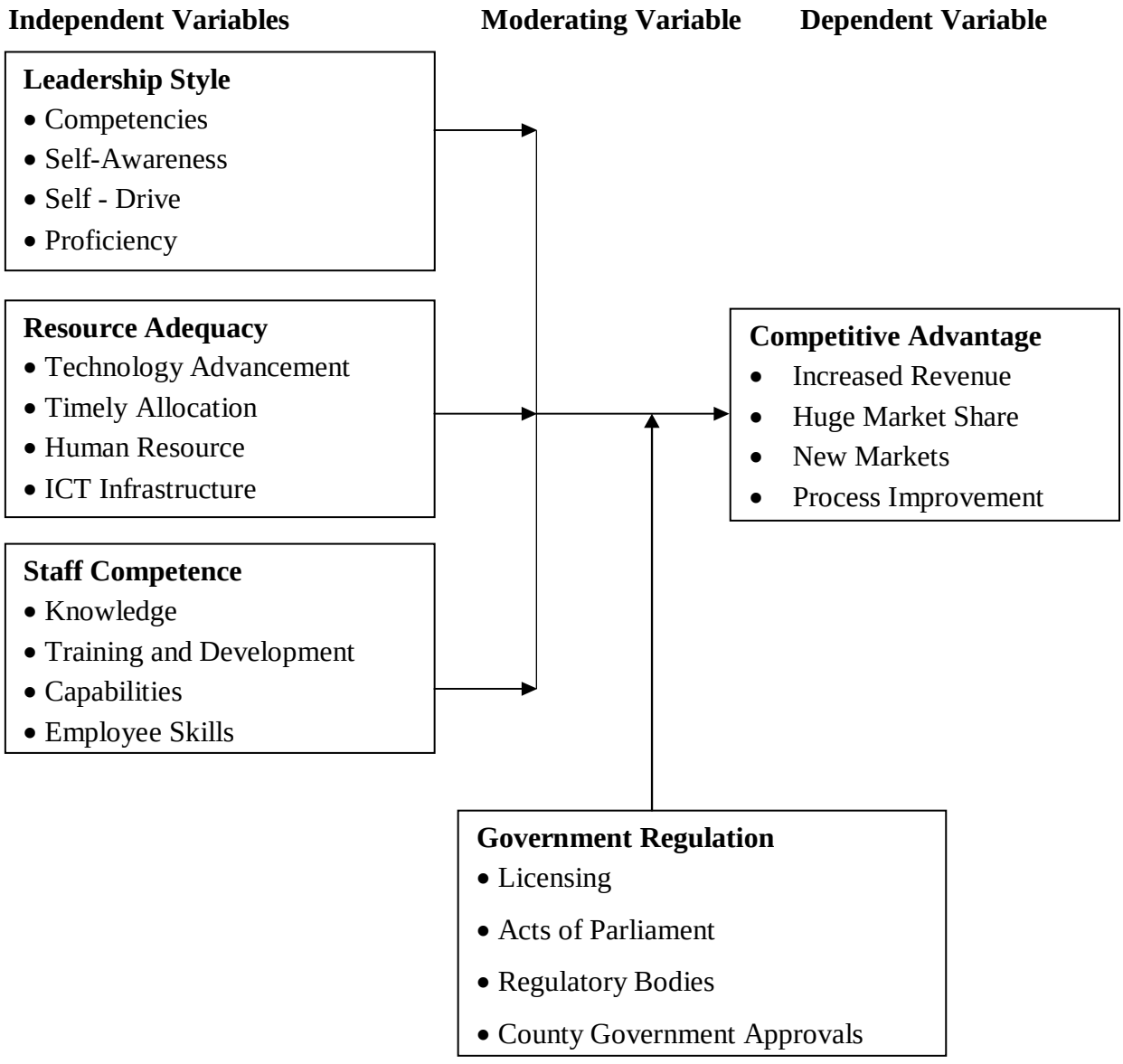
In a sample of Algerian government medical facilities, Abdelkader and Abed (2016) investigated the connection between information technology resources and competitive advantage.	The study found a significant positive correlation between the competitive advantage and IT resources.	It was done in a public sector hospital, though the ongoing review is zeroing in on confidential emergency clinics. The review took on a clear examination plan and the momentum study will utilize a correlational exploration plan.	The current study will be based in the private hospitals inNairobi City County.
Alrifae, Wahab, and Alsheikh focused their research in 2021 on the connection between high-performance work practices and high-performance work practices in Jordanian hospitals.	The study found that the HPWP is a combination of important practices like performance-based compensation, result-oriented work, and ongoing training and development to raise skill levels.	The review was directed at the Jordanian Emergency clinics. Though the ongoing review is zeroing in on confidential emergency clinics. Multistage random sampling was used in the study. The sample size for this study will be selected through stratified random sampling.	The current study will be based in the private hospitals inNairobi City County.

Source: Researcher (2023)

2.4 Conceptual Frame Work

A variable that can be changed to see how it affects or influences another variable is known as an independent variable. Staff competence, resource adequacy, and leadership style are the independent variables in this study. Government regulations acted as a moderator, and competitive advantage is the dependent variable.

Figure 1: Conceptual Framework



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this section, it provides the provision for the research methodology as used in this chapter. It covers research design, population, sampling design and size, data collection, reliability and validity of research instruments, data analysis and presentation, and finally ethical considerations.

3.2 Research Design

In this research, a descriptive correlational research design was used. Cooper (2018) says that a descriptive correlational research design looks at how two or more variables (or more) relate to one another without the researcher controlling or manipulating any of them. It's a type of quantitative research that doesn't use experiments. Descriptive correlational studies are preferred since they probe the association among the study variables using quantitative methods (Creswell, 2018).

3.2 Target Population

According to Kothari (2017), a target population is a group of people or objects which have common characteristics and are used by a researcher in conducting research. As shown in Table 3.1 below, MP Shah, Aga Khan, and Avenue Hospitals were the units of analysis, while the unit of observation was the permanent employees of these hospitals. The three hospitals were chosen in the way that they shared elements, for example, level of administration, client care, and same region among others. The research targeted 342 permanent employees from the three Hospitals (Nairobi County – Healthcare Department, 2022).

Table 2: Target Population Per Hospital

Hospital	Target Population	Percentage
MP Shah	115	34
Aga Khan	122	36

Avenue Hospital	105	30
Total	342	100

Source: Author (2023)

3.4 Sample Size

Concentrating on the whole population was not possible. As a result, the researcher selected a population-wide sample size which was selected from MP Shah, Aga Khan, and Avenue Hospitals. In achieving the goals of the sample size for the study, the members were picked through delineated examining strategy (Creswell, 2018). To put it in another way, the probability of anyone else in the population being chosen is unaffected by the selection of individuals. The researcher used Krejcia and Morgan (1972) table to decide how many people from the study population made up the sample size of respondents. As per this table, the target population of 342 is comparable to a sample size of 181 hence the review utilized a sample size of 184 permanent employees from the three Hospitals and was delineated as demonstrated in the table underneath.

Krejcie and Morgan (1970) selection formula is as specified below:

$$N = \frac{N}{1+(N-1)e^2}$$

Where n = the required sample size; N = is the Target population (342 respondents); e = accuracy level required; standard error = 5%

$$N = \frac{N}{1+(N-1)e^2}; \quad n = \frac{342}{1+(342-1)\,0.05\text{X}0.05} = 184 \text{ firms}$$

Table 3: Sample Size

Hospital	Sample Size	Percentage
MP Shah	66	36
Aga Khan	64	35
Avenue Hospital	54	29
Total	184	100

Source: Author (2023)

3.5 Data Collection Instrument

The study gathered primary data using a structured questionnaire administered. The respondents will be the employees of the selectedprivate hospitals in Kenya. These respondents were chosen since they were more conversant with the mundane management of the company. A drop- and -pick later method was employed in some cases ,whereas in some situations, researcher administered the instrument with the aid of research assistants. Appendix II contains the questionnaire designed using a 5-point Likert scale, ranging from (1), not sure, and (5), strong agreement. To enhance respondents' cooperation, a letter of introduction to every hospital involved was presented. The questionnaire was divided into six sections. Section A wasis designed to collect basic respondents' demographics; Section B focuses on leadership style; Section C addressed resource adequacy; Section D addressed staff competence; section E covers government regulation and finally section F delved on competitive advantage.

3.5.1 Pilot Test

The questionnaire was pretested in this study to determine its validity and reliability. The goal of the pilot of study is to assess the feasibility of the questionnaire. This was conducted on employees from MP Shah, Aga Khan, and Avenue Hospitals 16 employees were involved. The employees who participated in the pilot study did not participate in the final study.

3.5.2 Validity of Research Instrument.

Validity measures the scope to which an instrument measures what it is anticipated to measure (Mohajan, 2017). It addresses the precision of a measure, the magnitude, the criteria or the degree to which evidence/theory straightforwardly delineates a concept. Validity types include: content or logical validity, which will ensure adequate coverage of all important aspects of the variables; construct or concurrent validity; face validity, which will ascertain that the questionnaire appears to be measuring the construct; and criterion or predictive validity, which will confirm whether or not scores on the questionnaire successfully predict a specific measure. Validity of the questionnaire is sought through literature review, feedback from experts, and field tests. Any unclear, double-edged and sensitive questions will be done away with, sorted or cleaned (Kothari, 2018)

3.5.3 Reliability of Research Instrument

The consistency, or more accurately the soundness, of the results from tests and evaluation methods is referred to as reliability. According to Mugenda and Mugenda (2019), the consistency of the results or information provided by the researchers' instrument may be a measure of reliability. Mugenda and Mugenda (2019) asserts that the test-retest methodology at two distinct times was used to assess consistency with the way that form or examination items are answered or that people's scores stay relatively same in order to assure reliability. The link between the scores achieved through various tool administrations is used to establish the measuring tool's reliability. One of the most trustworthy pieces of information now available is the Cronbach's Alpha which should be greater than 0.7.

3.6 Data Analysis and Presentation

Amin (2016) postulated that the analysis of collected data makes it possible to test and examine the data gathered from the respondents. The credibility, consistency, and usefulness of the collected data was determined through testing and analysis. The accumulated information was examined, and deciphered in quantitative and subjective strategies. Data is analyzed either through quantitative of qualitative methods. Under quantitative examinations, it was ordered into unmistakable and inferential investigation.

Expressive insights allude to the actions that portray and sum up the example as far as how scores are disseminated, directed by whether the size of estimation utilized is ostensible, ordinal, span, or proportion (Gravetter & Wallnau, 2017, 2019; Mugenda & Mugenda, 2019). Such measurements incorporate dispersion recurrence, histograms, pie diagrams, line charts etcetera. According to Zadrozny et al. (2016) descriptive statistics are necessary for the research procedure so that a study can be replicated as well as understanding of other measurable information investigation. In order to determine how the scores are distributed, this study conducted the analysis through descriptive statistics.

Inferential statistics ensures that the sample accurately predicts the population parameters and not just by chance by testing for statistical significance. Correlation analysis and multiple linear regression analysis was used in the current study to test the study's hypothesis and establish the relationship between the variables. This is because correlation analysis and regression analysis,

respectively, are the most effective methods for analyzing predictions and relationships among variables.

$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$

Where Y = Performance

α = Constant term

β_1 = Beta co - efficient

X_1 = Leadership Style

X_2 = Resource Adequacy

X_3 = Staff Competence

ε = Error term- the effect of omitting variables from an equation is referred to as the error term in a regression equation. Through the model, it was not difficult to decide the autonomous factors connected to the reliant variable and to analyze the sort of their affiliation.

Moderating Variable (Government Regulation)

$Y = \alpha + B_1 X$

$Y = \alpha + B_1 X + B_2 Z$

$Y = \alpha + B_1 X + B_2 Z + B_3 XZ$

A mediation model helps in explaining how a mediator acts as an intermediate between an independent variable and a given outcome (Fairchild & Mackinnon, 2009).

3.7 Ethical Considerations

An introduction letter explaining the study objective was obtained from St. Paul's University. A research permit indicating the go ahead to collect data was obtained from NACOSTI. The researcher informed the respondents on the study objectives. Participation in the study was voluntary. The respondents willing to participate in the study were issued with a consent form to sign. The information collected was used for academic purposes only

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

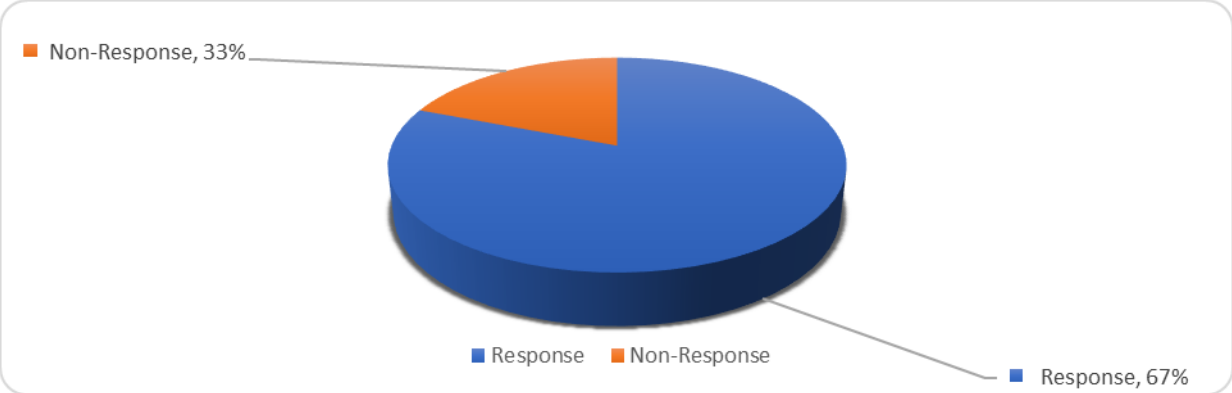
4.1 Introduction

In this section, it presents the results and findings which, includes the analysis of data and interpretation of the research questions. To describe data and demonstrate the link between the study variables, descriptive and inferential statistics were used.

4.2 Response Rate

A total of 184 research instruments were given to the employees at the selected Hospitals in Nairobi City County. Of those, 122 were filled out completely and returned by the respondents as indicated in figure 4.167% of respondents responded, which is considered adequate for the study. Matula et al. (2018) states that, a pace of something, like half is measurably critical for examination.

Figure 2: Response Rate



Source: Research Data (2023)

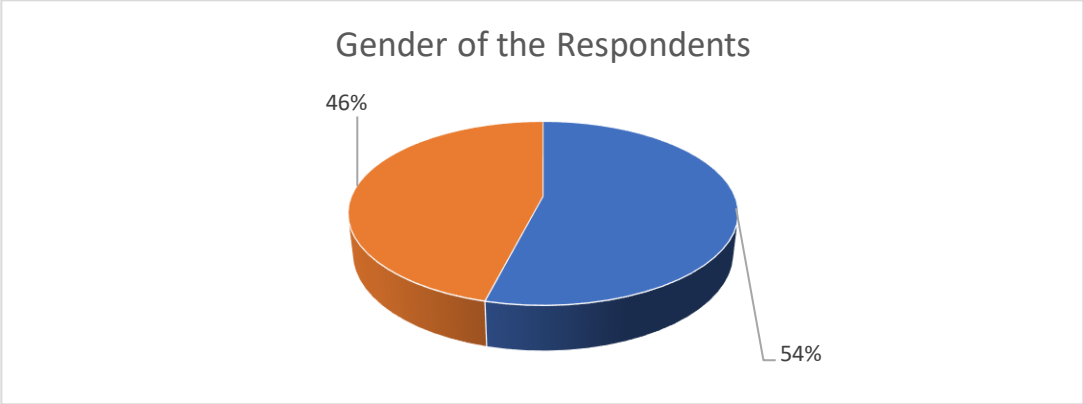
4.3 Respondent's General and Demographic Information

Under the gender of the general information of respondents, the respondents were to indicate their gender, years of service and education levels asit was indicated.

4.3.1 Gender of Respondents

Figure 3: Gender of Respondents

The gender of the respondents is indicated below in the Figure 4.2 which shows that most of the respondents were male with a percentage of 54% while the female respondents were 46%. This means that both genders were equitably distributed in this research.

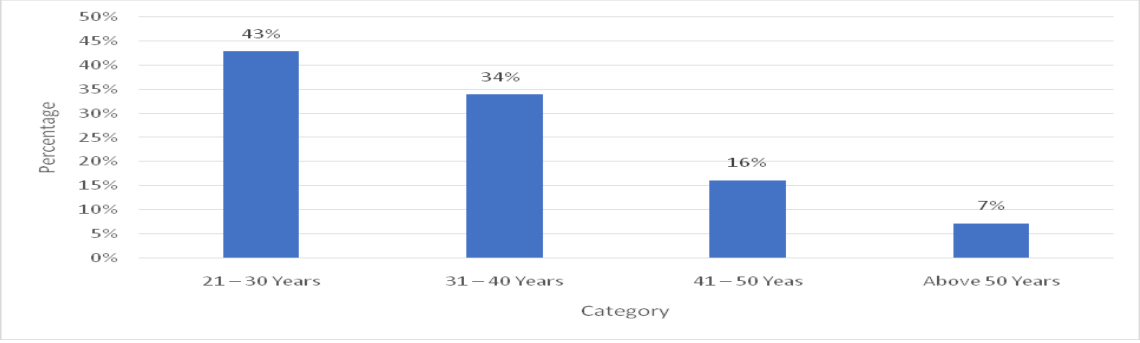


Source: Research Data (2023)

4.3.2 Age of Respondents

Figure 4: Age of Respondents

Respondents were requested to provide their ages and the results of the same is indicated in Figure 4.3.

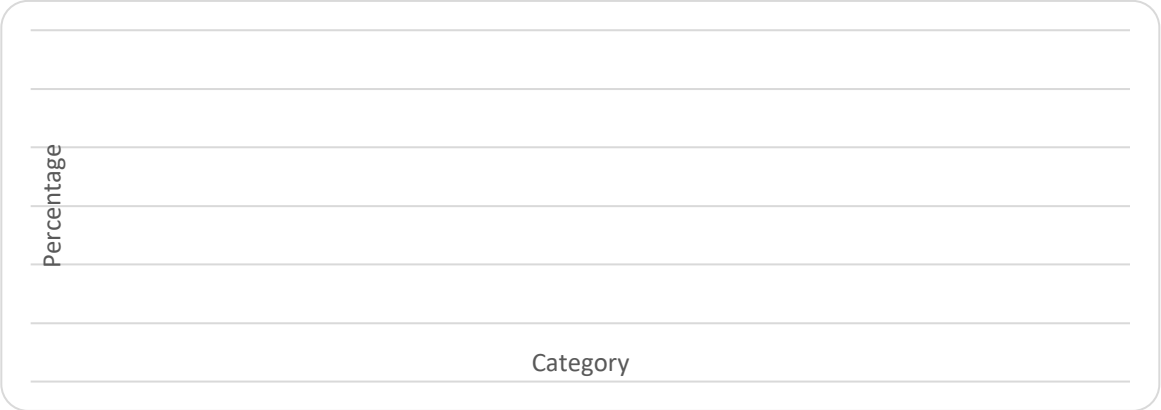


Source: Survey Data (2023)

The respondents were asked about their age and the results are as indicated in the figure 4.3. The research findings indicated that 7% of the respondents were above 4 years. 16% of them indicated that they were between 41 – 50 years. The findings indicated that 34% was a representation of those between 31 – 40 years. Lastly, those between 21 – 30, who were the majority were represented by 26%. This clearly indicates that the participants in the study had the ability to fill the questionnaire successfully.

4.3.3 Work Experience

Figure 5: Work Experience



Source: Research Data (2023)

The participants in the study indicated their years of service in the respective Hospitals as shown in figure 4.4. The study findings indicate that those above 15 years of experience were 6 and were represented by 10%. There was a representation of 18% which was a representation of 11 - 15 years of experience. The findings of the research indicated that less than 5 years of experience were represented by 11% and lastly 5 – 10 was represented by 31%. This is an indication that the employees were more skilled and understood how the Hospitals operated; therefore, they were knowledgeable enough about the study.

4.3.5 Level of Education

Figure 6: Level of Education



Source: Research Data (2023)

The goal of the study was to determine which participants had the highest level of academic achievement. The fact findings are as indicted in figure 4.5. Majority of the respondents showed that the undergraduates were the majority with a representation of 44%. There was a representation of 23% which represented the diploma holders. The postgraduates were represented by 18% and lastly 15% represented the certificate holders. This indicates that the respondents would precisely interpret the questionnaires and reliable data was sought from the Hospitals.

4.4 Descriptive Analysis

4.4.1 Leadership Style and Competitive Advantage

Based on the first research objective, the study attempted to determine the relationship between leadership styles and competitive advantage. The respondents were asked to rate their level of agreement with the several elements of leadership style that likely relate to competitive advantage. The different statements measured the respondents' level of agreement with regards to leadership styles and competitive advantage.

4.4.2 Descriptive Statistics for Leadership Style

A five-point Likert Scale was used where 1 indicated a strong disagreement with the statements

to 5 which indicated a strong agreement with the statements, the study sought to know the respondents' level of agreement with the statements. Means and standard deviation were used as part of the descriptive statistics to measure the central tendency and dispersion of the research data. The findings are presented in Table 4.1.

Table 4: Descriptive Statistics for Leadership Style

Statement	Mean	Std. Dev
Organizational leaders must have the requisite leadership competencies	3.82	1.18
There is need for leadership which is centered on self - awareness	3.97	1.03
Self-drive must be adopted by all leaders in an organization.	4.01	.990
Effective leadership style is characterized by proficiency of the leaders in the organization.	4.25	.750
Bureaucratic leadership as used in the hospital advocates for competitive advantage.	4.121	.879
Aggregate Scores	4.08	.92

Source: Survey Data (2023)

As indicated in the findings in Table 4.1, most respondents agreed that the private Hospitals Organizational leaders must have the requisite leadership competencies with a mean score of (M = 4.4, SD = .600). There was also an agreement that there is need for leadership which is centered on self - awareness (M = 4.078, SD = .922). Additionally, Self-drive must be adopted by all leaders in an organization (M = 4.30, SD = .700). However, the respondents seemed to be neutral to the statements that effective leadership style is characterized by proficiency of the leaders in the organization (M = 4.02, SD = 0.980) as well as bureaucratic leadership as used in the hospital advocates for competitive advantage (M = 4.23, SD = .770).

The mean range analyzed on the Likert-Scale provided a mean range of 3.80 to 4.40. This range indicated that a good number of the respondents either agreed or agreed strongly that leadership styles presented in the research instrument are applied by the private Hospitals. The standard deviation range for the responses is between 0.600 and 1.001. The highest variation of 1.001

between those who disagreed, agreed or were neutral. The least standard deviation was 0.600 for the Hospital organizational leaders must have the requisite leadership competencies. This implies very little variation in opinion of the responses provided for this statement. In achieving competitive advantage through different leadership styles at the hospital, the respondents insinuated that different leadership styles such as transformational, transactional and situational leadership styles all have favorable and substantial impact on competitive advantage thus it isimperative for organizational leaders to consider the application of the most effective leadership style which will results to favorable results and performance.

4.5 Government Regulation and Competitive Advantage

The study sought to establish the relationship between product government regulation and competitive advantage based on the second research objective. The research participants were asked to specify their level of agreement with various elements of government regulation that likely relates to competitive advantage. The different statements measured the respondents' level of agreement with regards to government regulation and competitive advantage.

4.5.1 Descriptive Statistics for Government Regulation

A five – point Likert Scale was used where 1 indicated a strong disagreement with the statements to 5 which indicated a strong agreement with the statements, the study sought to know the respondents' level of agreement with the statements. Means and standards were used as part of the descriptive statistics to measure the central tendency and dispersion of the research data. The findings are presented in Table 4.2.

Table 5: Descriptive Statistics for Government Regulation

Statement	Mean	Std. Dev
The hospital always acquires the relevant licenses from the Authorities.	4.25	.750
The hospital has put in place a framework to monitor the implementation of government regulations.	4.24	.760

Adherence to government regulations attracts more clients to the hospital.	4.125	.875
Government directions influence clients' social goals to consume the hospital products and services.	3.935	1.065
Laws and regulations from both levels of government are strictly adhered to.	4.264	.736
Aggregate Scores	4.059	.0941

Source: Survey Data (2023)

From the findings in Table 4.2, most respondents agreed that the Hospital always acquires the relevant licenses from the Authorities (M = 4.25, SD = .750). The respondents also highly agreed that the hospital has put in place a framework to monitor the implementation of government regulations (M= 4.24, SD =.760). Additionally, they agreed that Adherence to government regulations attracts more clients to the hospital (M = 4.125, SD = .875). The respondents seemed to be neutral to the statements on 'government directions influence clients' social goals to consume the hospital products and services (M = 3.772, SD = 1.228). They were also neutral with the statements that laws and regulations from both levels of government are strictly adhered to (M = 3.84, SD = 1.16).

The mean range analyzed on the Likert-Scale provided a mean range of 3.48 to 4.25. This range indicates that the majority of the respondents either agreed or agreed strongly that the hospital always acquires the relevant licenses from the Authorities. The standard deviation range for the responses is between 0.652 and 1.228. The highest variation of 1.228 between those who disagreed agreed or were neutral when asked whether government directions influence clients' social goals to consume the hospital products and services. The least standard deviation was 0.736 which indicated that laws and regulations from both levels of government are strictly adhered to. This implies very little variation in opinion of the responses provided for this statement. The findings are like those of Muchiri (2019) who found that leadership qualities had a statistically significant positive impact on private hospitals in Kenya's sustainable competitive advantage.

4.6 Resource Adequacy and Competitive Advantage

The study sought to establish the relationship between resource advantage and the competitive advantage based on the third research objective. The respondents were asked to specify whether they agreed with the different elements of resource adequacy that likely relate to the competitive advantage. The different statements measured the respondents' level of agreement with to resource adequacy and the competitive advantage.

4.6.1 Descriptive Statistics for Resource Adequacy

A five – point Likert Scale was used where 1 indicated a strong disagreement with the statements to 5 which indicated a strong agreement with the statements. The study sought to know the respondents' level of agreement with the statements. Means and standards were used as part of the descriptive statistics to measure the central tendency and dispersion of the research data. The findings are presented in Table 4.3.

Table 6: Descriptive Statistics for Resource Adequacy

Statements	Mean	Std. Dev
There are adequate financial resources allocated in the hospital to implementation of strategies.	4.441	.559
All resources in the organization are availed in the appropriate way without delay.	4.424	.576
The communication process in the hospital is open thus gaining competitive advantage.	3.52	1.480
The hospital deploys information technology resource which gives them sustainable competitive advantage.	4.35	.650
The hospital has a sound framework to monitor usage of all resources.	4.18	.820
Aggregate Scores	4.11	.89

Source: Survey Data (2023)

From the findings in Table 4.3, most respondents agreed that There are adequate financial resources allocated in the hospital implementation of strategies (M = 4.441, SD = .559). All resources in the organization are availed in the appropriate way without delay (M = 4.424, SD = .576). The hospital has a sound framework to monitor usage of all resources (M = 4.18, SD = .820). The hospital deploys information technology resource which gives them sustainable competitive advantage (M = 4.35, SD = 0.650). The communication process in the hospital is open thus gaining competitive advantage (M = 3.52, SD = 1.480).

The mean range analyzed on the Likert-Scale provided a mean range of 4.054 to 4.068. This range indicates that majority of the respondents either agreed or agreed strongly that the hospital deploys information technology resources which gives them sustainable competitive advantage. The standard deviation range for the responses is between 0.946 and 0.932. The highest variation of 0.932 between those who disagreed, agreed or were neutral when asked whether the communication process in the hospital is open thus gaining competitive advantage. The least standard deviation was 0.576 on whether there are adequate financial resources allocated in the hospital to implementation of strategies. This implies very little variation in opinion of the responses provided for this statement.

4.7 Staff Competence and Competitive Advantage

In this section, the study sought to establish the relationship between staff competence and competitive advantage based on the fourth research objective. The respondents were asked to specify their level of agreement with various elements of staff competence that likely relate to competitive advantage. The different statements measured the respondents' level of agreement with regards to staff competence and competitive advantage.

4.7.1 Descriptive Statistics for Staff Competence

A five – point Likert Scale was used where 1 indicated a strong disagreement with the statements to 5 which indicated a strong agreement with the statements, the study sought to know the respondents' level of agreement with the statements. Means and standards were used as part of the descriptive statistics to measure the central tendency and dispersion of the research data. The findings are presented in Table 4.4.

Table 7: Descriptive Statistics for Staff Competence

Statements	Mean	Std. Dev
Employees in the hospital are knowledgeable enough, which facilitates competitive advantage	4.88	.120
The hospital staff are continuously trained in different areas which are key in impacting the competitive advantage	4.22	.580
The hospital ensures that all staff members are well conversant with the latest trends on various competencies.	3.8	1.20
Training of the employees for skill development in the hospital is based on training need analysis	4.19	.810
Staff competencies are measured through an established framework/tool	4.09	.910
Aggregate Scores	4.30	.68

Source: Survey Data (2023)

From the findings in Table 4.4, most respondents agreed that employees in the hospital are knowledgeable enough which facilitates competitive advantage (M = 4.88, SD = .120). The respondents agreed that the hospital staff are continuously trained in different areas which are key in impacting competitive advantage (M = 4.22, SD =.580). The research findings indicated that the hospital ensures that all staff members are well conversant with the latest trends on various competencies (M = 3.8, SD = 1.2). The respondents seemed to be neutral to the statements on training of the employees for skills development in the hospital is based on training need analysis (M = 4.19, SD = .810). There was neutrality with the statements on staff competencies are measured through an established framework/tool (M = 4.09, SD = .910).

From the research findings, the mean range analyzed on the Likert- Scale provided a mean range of 4.09 to 4.19. This range indicates that majority of the respondents either agreed or agreed strongly that the employees in the hospital are knowledgeable enough which facilitates competitive advantage. The standard deviation range for the responses was between 0.38 and .611. The highest variation of .910 between those who disagreed, agreed or were neutral when asked whether staff competencies are measured through an established framework/tool. The

least standard deviation was 0.120 which indicated that the employees in the hospital are knowledgeable enough which facilitates competitive advantage. This implies very little variation in opinion of the responses provided for this statement. Similar findings were realized by Abdelkader (2016).

4.8 Competitive Advantage

In this section, the study sought to establish the competitive advantage based on the fifth research objective. The respondents were asked to specify their level of agreement with various elements of competitive advantage in a hospital. The different statements measured the respondents' level of agreement with regards to competitive advantage. The findings agree with those of Alrifae, Wahab, and Alsheikh (2021) who focused their research on the connection between high-performance work practices and high-performance work practices in Jordanian hospitals.

4.8.1 Descriptive Statistics for Competitive Advantage

A five – point Likert Scale was used where 1 indicated a strong disagreement with the statements to 5 which indicated a strong agreement with the statements, the study sought to know the respondents' level of agreement with the statements. Means and standards were used as part of the descriptive statistics to measure the central tendency and dispersion of the research data. The findings are presented in Table 4.5.

Table 8: Descriptive Statistics for Competitive Advantage

Statement	Mean	Std. Dev
The market share is very highin comparison to our major competitors.	4.72	.280
Our services are very specific that meets our specific customer needs compared to our competitors	3.193	1.807
Compared to our competitors, our medical facility is very competitive in the market.	3.788	1.212
The hospital has an advantage on the way they cost their services compared to the competitors.	3.771	1.229

The turnover in the hospital has been increasing in the last two years.	4.237	.763
Aggregate Scores	4.06	.93

Source: Survey Data (2023)

From the findings in Table 4.5, most respondents agreed that the market share is very high relative to our major competitors (M = 4.72, SD = .280). Our services are very specific that meets our specific customer needs compared to our competitors (M = 3.193, SD = 1.807). Compared to our competitors, our medical facility is very competitive in the market (M = 3.788, SD = 1.212). On neutrality, the hospital has an advantage on the way they cost their services compared to the competitors (M = 3.771, SD = 1.229). They were also neutral with the statements on whether the turnover in the hospital has been increasing in the last two years (M = 4.237, SD = .763).

The mean range analyzed on the Likert-Scale provided a mean range of 4.46 to 4.62. This range indicates that majority of the respondents either agreed or agreed strongly that the hospital has an advantage on the way they cost their services compared to the competitors. The standard deviation range for the responses is between 0.702 and 7.14. The highest variation of .807 between those who disagreed, agreed or were neutral when asked whether the turnover in the hospital has been increasing in the last two years. The least standard deviation in the research findings was 0.380 which indicated that the market share is very high relative to our major competitors. It can be concluded that this implies very little variation in opinion of the responses provided for this statement.

4.9 Regression Analysis for Leadership Style

Multiple linear regressions were conducted to determine the magnitude and direction of the relationship between leadership style and competitive advantage. The findings in Table 4.10 show that leadership style significantly predicted competitive advantage in selected private Hospitals in Nairobi, β = - 0.463, t = -2.235, p < .05. This shows that effective leadership style is a competitive advantage in selected private Hospitals in Nairobi. Thus, the study findings conclude that leadership style significantly predicts competitive advantage in selected private Hospitals in Nairobi.

The findings of this study mirror those of Perry's (2019) who established that transformational leadership significantly increases an organization's competitive advantage. Similar findings are reported by Iraq and Atan (2018) who suggested that leadership positively affects organization's competitive advantage. The findings of this study Bhoke (2019) who suggested that managerial roles, and task completion efficiency has a positive relationship with competitive advantage in relation to contingently rewarding employees, support findings of this study. The findings of this study mirror those of Muchiri (2019) who established that the qualities of leadership had a statistically significant positive impact on private hospitals in Kenya's sustainable competitive advantage.

4.10: Summary for Regression Analysis for Government Regulation

The multiple linear regression analysis established that government regulation significantly predict competitive advantage in selected private Hospitals in Nairobi, $R^2 = 0.751$, F (1,120) = 79.48, $p < .01$; $\beta = -0.463$, $p < .05$. This implies that 75.1% of the variation in competitive advantage in selected private Hospitals in Nairobi can be explained by the government regulations. The regression model was found to be statistically significant in predicting the relationship between the government regulation and competitive advantage as it is shown by a significant *F*-statistic. The coefficient for government regulation means that each unit increase in government regulation causes a decrease in competitive advantage in selected private Hospitals in Nairobi by about - 0.463 units. The study therefore rejected the null hypothesis that government regulation has no significant effect on competitive advantage in selected private Hospitals in Nairobi. This led to the conclusion that government regulation has a substantial impact on competitive advantage in selected private Hospitals in Nairobi.

Based on the study findings, the model equation for government regulation was:$Y = \beta 0+\beta 1X1$

Y = 1.923 + -0.463 Government Regulation.

The findings of this study are consistent with those of Barnes and Decker (2019) who affirmed that government regulations strengthened the relationship between strategy implementation practices and performance. Analogous findings are also reported by Barnes (2019) who suggested that the nexus strategy implementation and corporate performance varied with the nature of state laws. The findings by Moshi and Mwakatumbula's (2017) postulated that political factors strengthen

the relationship between implementation strategies and performance.

4.11: Regression Analysis for Resource Adequacy

Table 9: Regression Coefficient for Resource Adequacy

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig
Constant	1.766	.085		20.856	.000
Resource Adequacy	0.440	0.24	8.50	18.299	.000

Source: Survey Data (2023)

4.11.1 Summary for Regression Analysis for Resource Adequacy

The multiple linear regression analysis showed that resource adequacy significantly predicts competitive advantage in selected private Hospitals in Nairobi, $R^2 = 0.720$, F (1,120) = 334.840, $p < .01$; $\beta = 0.440$, $p < .01$. This implies that 72% of the variation in competitive advantage in selected private Hospitals in Nairobi can be explained by the cost leadership strategy. The regression model was found to be statistically significant in predicting the relationship between the resource adequacy and competitive advantage as it is shown by a significant *F*-statistic. The coefficient for resource adequacy means that each unit increase in resource adequacy causes an increase in competitive advantage by about 0.440 units. The null hypothesis in this case that resource adequacy has no significant effect on competitive advantage was rejected. This led to a conclusion that the resource adequacy a significant effect competitive advantage in selected private Hospitals in Nairobi.

From the study findings, the model equation for resource adequacy was: $Y = \beta 0 + \beta 1X$

Y = 1.766 + 0.440 Product Development Strategy.

The outcome of this study is in line with those of Daft (2019) who argued that in order to facilitate

the completion of an implementation process, sufficient resources must always be allocated. Equivalent upshots are documented by Ismail et al. (2017) who suggested that there was a positive connection between competitive advantage and organizational resources. Consistent findings are reported by Topaloglu and Powell (2016) who supported a positive association between resource endowment and performance. The results of an empirical study by

Wernerfelt (2017) found out that performance of an entity is largely influenced by resource adequacy.

4.12: Regression Analysis for Staff Competence

To establish whether one or more than one independent variables (staff competence) explain the changes in the dependent variable (competitive advantage) multiple linear regression analysis was conducted to determine the relationship between staff competence and competitive advantage in selected private hospitals in Nairobi.

Table 10: Regression Coefficient for Staff Competence

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig
Constant	1.208	.167		7.224	.000
Staff Competence	.623	050	.739	12.476	.000

Source: Survey Data (2023)

The multiple linear regression analysis established that staff competence significantly predicts competitive advantage in selected private Hospitals in Nairobi, R^2 = 0.543, F(1,120) = 155.654, $p < .01$; β = 0.623, $p < .01$. This implies that 54.3% of the variation in competitive advantage in selected private Hospitals in Nairobi can be explained by the market development strategy. The regression model was found to be statistically significant in predicting the

relationship between the staff competence and competitive advantage as it is shown by a significant *F*-statistic. The coefficient for the focus strategy implies that each unit increase in staff competence results to an increase in competitive advantage by about 0.6233 units. The study thus rejected the null hypothesis that there is no statistically significant relationship between staff competence and competitive advantage. The staff competence therefore has a significant effect on competitive advantage.

Considering the study findings, the model equation for staff competence was:$Y = \beta 0+\beta 1X1+ \varepsilon$;

Y = 1.208 + 0.623 Staff Competence.

The findings of the current study correspond with those of Bani's (2019) who focused on the role of staff competencies on competitiveness of Jordanian insurance firms and established a positive relationship. Similar findings are captured by Cader (2016) who focused on how Sri Lankan banking firms gained competitive advantage and established that staff competencies are essential in gaining competitive advantage. The outcome by Kihanya (2018) who suggested that staff competence is an important determinant of organizational performance.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Under this section, there is a discussion on the research results and summary of the findings from the data analysis. The findings are also discussed in line with the literature review presented by other scholars. Conclusions are then drawn from the study, recommendations for improvement and further studies are also clearly laid out on strategy implementation practices and competitive advantage among selected private Hospitals in Nairobi.

5.2 Summary of the Study

The study sought to establish the relationship between leadership's style and competitive advantage based on the first research objective. The study revealed that applying an effective leadership style strongly and significantly contributes to competitive advantage among the selected private Hospitals in Nairobi. It revealed leadership style is key in achieving a competitive advantage.

The second objective sought to establish the relationship between government regulation and competitive advantage in selected private Hospitals in Nairobi. It was revealed that the application of government regulation strongly and significantly contributes to competitive advantage in selected private Hospitals in Nairobi. It further revealed that government regulation was not as effective as the leadership style as key strategic practice in the private Hospitals.

The third research objective was to establish the relationship between resource adequacy and competitive advantage in selected private Hospitals in Nairobi. The study established that resource adequacy strongly and significantly contributes to competitive advantage in selected private Hospitals in Nairobi. It further revealed that resource adequacy was the most significant strategic practice that impacts competitive advantage in selected private Hospitals in Nairobi.

The fourth objective was to establish the relationship between staff competence and competitive advantage in selected private Hospitals in Nairobi. The study established that the application of staff competence as a strategic practice strongly and significantly contributes to competitive advantage in selected private Hospitals in Nairobi. The study also revealed that staff

competence was a very significant strategic practice on competitive advantage in selected private Hospitals in Nairobi.

5.3 Conclusion of the Study

5.3.1 Leadership Style and Competitive Advantage

The findings indicate that implementing effective leadership style significantly and positively affect competitive advantage in selected private Hospitals in Nairobi. Leadership style meaningfully affect competitive advantage", The outcomes showed that there is a positive and measurably tremendous impact of Authority Styles that affects Competitive advantage. Leadership style is the most important asset in a private hospital needs to arrive at the degree of being a market leader.

5.3.2 Government Regulation and Competitive Advantage

The findings indicate that government regulations positively impact competitive advantage in selected hospitals in Nairobi. Government regulations can be a source of competitive advantage in private Hospitals as it possibly fulfills every component of the four-section test for upper hand: esteem, extraordinariness, supremacy, and non-substitutability. Regulations present huge worth to firms through the insurance of advancement, the empowering of free work markets, and the proficient guideline of agreements. A few lawful assets are likewise intriguing, for example, the advantages given through individual agreements among purchasers and providers, makers and clients, and work and the executives. The upper hand of legitimate assets might be supported by excellence of their flawed limitability, their causal equivocalness, and their social intricacy.

5.4.3 Resource Adequacy and Competitive Advantage

The results show that resource adequacy contributes to a competitive advantage of selected Hospitals in Nairobi and the availing of the requisite resources by an organization leads to achievement of competitive advantage. Strategy implementation comprises of ID, organization, and improvement of assets. Without a doubt, not very many assets are basic as they can separate the association from contest. Classifying assets empowers the association to figure out

methodologies that would give the most extreme returns and ideal execution from the utilization of the asset. An asset can be utilized (I) Freely, this classification contains classifications where a basic asset can be utilized alone or regarding other non-basic assets (ii) pair with existing assets, the pertinent co particular asset might exist however possessed by another firm and, (iii) In circumstances where reciprocal and explicit assets should be made. Subsequently essential administration can improve the upper hand of an association and lead to its ideal exhibition inside the working, industry, or outer climate.

5.4.4 Staff Competence and Competitive Advantage

The results show that application of the staff competence significantly contributes to the competitive advantage in selected Hospitals in Nairobi. Competencies in an association permits businesses perceive how top entertainers make progress, rather than basically seeing what they accomplished. By outlining the abilities and ways of behaving expected for progress inside an association as well as a specific job, a business can monitor a singular's capacity in every space. By utilizing the abilities in the association, an association can encounter better progress and have the option to remain in front of the association.

5.4 Recommendations of the Study

5.4.1 Leadership Style

Leadership is the backbone of the organization and is a major source of competitive advantage. The study recommended that if an ideal leadership style such as transformational leadership is used in the organization, itwill pave way to ensure that the organization remains in the trajectory path. This must be felt by all employees and make each day a transformational day as they seek to remain ahead of the others in the sector. If transformational leadership is well thought out and implemented in an organization, employees will feel secure and motivated thus boosting employee performance.

5.4.2 Government Regulation

Government laws and regulations must be adhered to by all players irrespective of the industry they operate in. It was recommended that there is need to establish an operational legal

department which would be mandated to ensure that all government laws and regulations are complied with. This department must be led by a qualified counsel who will ensure that the departmental objectives are steered award. Under the stewardship of the lead counsel, the other persons in the legal department must act as coaches, advisers, and strategists, and embrace the organizations' most innovative plans and effectively guide the organization on all legal matters.

5.4.3 Resource Adequacy

The overall study findings indicated that resource adequacy significantly affects competitive advantage in the selected Hospitals in Nairobi thus the study recommended that it is vital for organizations to have sound work systems to organize their resources to achieve competitive advantage. Adequate resources must also be availed in order of priority to meet the organizational objectives. The HR department must put in place structures which will look at the welfare of all employees as a key resource in the hospital. The department must also ensure that as employees seek to steer the hospital and remain competitive, they must be well trained in their respective arears of competence. The respective department must prioritize allocating adequate financial resources in all priority areas. This must be followed by prudent use of the same resources to curtail wastage. In addition, it’s prudent for the Hospitals to further enhance their aggregate resources, especially the physical and human resources.

5.4.4 Staff Competence

Staff competencies are a major source of competitive advantage for different organizations because they let organizations capture the essence of the vision and values of the organization. This calls for the HR department to create structured and continuous training programs for different departments in the hospital. The HR department must also design an effective employee performance system, including the need to ensure the competencies to be used in the organization are linked to the direct translation of the organizational goals into individual, team, and departmental goals. The organization will be able to use these competencies and clarify what exactly is required for the success for a particular job.

5.5 Recommendations for Further Research

From the study findings, there is a need to explore further areas of research that are associated with the implementation of strategic practices and competitive advantage in an organization. There is a need for more to gain more insights on strategies and competitive advantage. For future studies, the researcher could deal with even more detailed questions on only one of the three most appropriate leadership styles to obtain a sustainable competitive advantage. By creating specific questionnaires on transformational, transactional, and charismatic leadership and then conducting surveys, it might be possible to find out which of the leadership styles is best and rank them.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

REF: APPLICATION TO TAKE PART IN RESEARCH STUDY

I am a Master of Business Administration student at St. Paul's University. I Am currently conducting research on strategic implementation practices and competitive advantage among selected private hospitals in Nairobi. Am kindly requesting you to participate in the study which will take approximately twenty-five minutes to fill the attached questionnaire. All the information that will be provided will be treated with a lot of privacy. Kindly note that the view presented will be your personal views but not those of the organization. On your request, a final report will be shared with you. Your response will be highly appreciated.

Regards

Risper Gacheri

APPENDIX II

QUESTIONNAIRE

Please check the appropriate box or write your appropriate response in the space provided once you have answered the questions.

SECTION A: PERSONAL DETAILS

1. **Name of Hospital……**

2. **Gender**

Male
Female

3. **Age**

21- 30 Years { }
31 - 40 Years { }
41 - 50 Years { }
Above 50 Years { }

4. **Work Experience**

Less than 5 Years
5 – 10 Years
11 – 15 Years
Above 15 Years

5. **Highest Level of Education**

Certificate
Diploma
Undergraduate
Post Graduate

SECTION B: LEADERSHIP STYLE

On a scale of 1 - 5, rate how much you agree or disagree with the following statement about the impact of leadership style on competitive advantage of private hospitals in Nairobi, Where 1- Not Sure, 2 – Strong Disagreement, 3 – Disagreement, 4 – Agreement, 5 – Strong Agreement.

Statement	Not Sure	Strong Disagreement	Disagreement	Agreement	Strong Agreement
Organizational leaders must have the requisite leadership competencies					
There is need for leadership which is centered on self - awareness					
Self-drive must be adopted by all leaders in an organization					
Effective leadership style is characterized by proficiency of the leaders in the organization					
Bureaucratic leadership as used in the hospital advocates for competitive advantage					

SECTION C: RESOURCE ADEQUACY

On a scale of 1- 5, rate how much you agree or disagree with the following statement on about the impact of resource adequacy on competitive advantage of private hospital in Nairobi, where 1 – Not Sure, 2 – Strong Disagreement, 3 – Disagreement, 4 – Agreement, 5 – Strong Agreement.

Statement	Not Sure	Strong Disagreement	Disagreement	Agreement	Strong Agreement
There are adequate financial resources allocated in the hospital for implementation					

of strategies					
All resources in the organization are availed in the appropriate way without delay					
The communication process in the hospital is open thus gaining competitive advantage					
The hospital deploys information technology resources which gives them sustainable competitive advantage					
The hospital has a sound framework to monitor usage of all resources					

SECTION D: STAFF COMPETENCE

On a scale of 1- 5, rate how much you agree or disagree with the following statement about the impact of staff competence on competitive advantage of private hospitals in Nairobi, where 1 – Not Sure, 2 – Strong Disagreement, 3 – Disagreement, 4 – Agreement, 5 – Strong Disagreement.

Statement	Not Sure	Strong Disagreement	Disagreement	Agreement	Strong Disagreement
Employees in the hospital are knowledgeable enough which facilitates competitive advantage					
The hospital staff are continuously trained in different areas which are key in impacting competitive advantage					
The hospital ensures that all staff members are well conversant with the latest trends on various competencies					
Training of the employees for skill development in the hospital is based on training need analysis					

Staff competencies are measured through an established framework/tool					

SECTION E: GOVERNMENT REGULATION

On a scale of 1 – 5, Please rate how much you agree or disagree with the following statement about the impact government regulation on competitive advantage of private hospitals in Nairobi, where 1 – Not Sure, 2 – Strong Disagreement, 3 – Disagreement, 4 – Agreement, 5 – Strong Agreement.

Statement	Not Sure	Strong Disagreement	Disagreement	Agreement	Strong Agreement
The hospital always acquires the relevant licenses from the Authorities					
The hospital has put in place a framework to monitor the implementation of government regulations					
Adherence to government regulations attracts more clients to the hospital					
Government directions influence clients' social goals to consume the hospital products and services					
Laws and regulations from both levels of government are strictly adhered to.					

SECTION F: COMPETITIVE ADVANTAGE

On a scale of 1 -5, rate how much you agree or disagree with the following statement about competitive advantage of private hospitals in Nairobi, where 1 – Not Sure, 2 – Strong Disagreement, 3 – Disagreement, 4 – Agreement, 5 – Strong Agreement.

Statement	Not Sure	Strong Disagreement	Disagreement	Agreement	Strong Agreement
The market share is very high relative to our major competitors					
Our services are very specific that meets our specific customer needs compared to our competitors					
Compared to our competitors, our medical facility is very competitive in the market.					
The hospital has an advantage on the way they cost their services compared to the competitors					
The turnover in the hospital has been increasing in the last two years					

APPENDIX III

KREJCIA AND MORGAN TABLE OF SAMPLE SIZE DETERMINATION

N	*S*	*N*	*S*	*N*	*S*
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

APPENDIX IV: AUTHORISATION LETTER

ST. PAUL'S UNIVERSITY

Private Bag 00217 LIMURU, KENYA
Email: office@spu.ac.ke
Website: www.spu.ac.ke

Tel Office: +254 (0) 20-2020505/10
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(0) 736 - 424440

BOARD OF POSTGRADUATE STUDIES

27th June, 2023

National Commission for Science and Technology,
P.O. BOX 30623-00100,
Nairobi.

Dear Sir/Madam,

RE: RECOMMENDATION FOR MWONGERA RISPER GACHERI MBANRB416021 –TO CONDUCT RESEARCH

This letter confirms the above-named person is a student in the Master of Business Administration at St. Paul's University.

The second year consists of a major research work leading to a Thesis. The student's selected topic is:

" Strategic Implementation Practices and Competitive Advantage among Selected Private Hospitals in Nairobi."

Kindly grant this student the required permit.

Yours Faithfully,

DIRECTOR POSTGRADUATE STUDIES ST. PAUL'S UNIVERSITY P.O. PRIVATE BAG - 00217, LIMURU TEL: 020-2020505/2020510
27 JUN 2023

Dr. John Mahoney
Director, Board of Postgraduate Studies

APPENDIX V: NACOSTI AUTHORISATION LETTER

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **829603**

Date of Issue: **17/July/2023**

RESEARCH LICENSE



This is to Certify that Miss.. Risper GACHERI Mwongera of St. Paul's University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: Strategy implementation practices on competitive advantage of private hospitals in Nairobi, Kenya. for the period ending : 17/July/2024.

License No: **NACOSTI/P/23/27527**

829603

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

APPENDIX VI: ISERC LETTER

ST. PAUL'S UNIVERSITY

Private Bag 00217 Limuru,
Kenya
Email: office@spu.ac.ke
Website: www.spu.ac.ke

Tel Office: +254 (0) 20-2020505/10
Mobile: +254 (0) 728-669000
(0) 736-424440

REF: SPU/30/2023 **Date: 27th June 2023**

TO: Risper Mwongera
St. Paul's University

Dear Risper,

RE: Strategic Implementation Practices and Competitive Advantage Among Selected Private Hospitals in Nairobi

Greetings,

This is to inform you that SPU- Institutional Scientific Ethics Review Committee has reviewed the above-named research proposal. **Your ERB approval number is 39, for the period between 27th June 2023 – 28th July, 2024.**

This approval is subject to compliance with the following requirements;

i. Only approved documents including (informed consents, study instruments) will be used.
ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SPU- Institutional Scientific Ethics Review Committee.
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SPU- Institutional Scientific Ethics Review Committee within 72 hours of notification
iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to *SPU- Institutional Scientific Ethics Review Committee* within 72 hours

v. Clearance for export of biological specimens must be obtained from relevant institutions.
vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
vii. Submission of an executive summary report within 90 days upon completion of the study to SPU- Institutional Scientific Ethics Review Committee.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) https://research-portal.nacosti.go.ke and also obtain other clearances needed.

Yours sincerely,



Dr. Daniel Nzengya, PhD
Chairperson
SPU- Institutional Scientific & Ethics Review Committee

