CHANGEMANAGEMENTAND PERFORMANCE OF SELECTED PRIVATE HOSPITALS IN NAIROBI CITY COUNTY, KENYA

BY

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DECLARATION

I, the undersigned, declare that this thesis is my original work and that it has not been presented in any other university or institution for academic credit.

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ABSTRACT

Change management in healthcare refers to the structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state while minimizing resistance and maximizing engagement. Organizations have been faced with stiff competition pushing them to alter their status score and switch to the most accepted methods of business operations. For one to stand out therefore, change is inevitable. This study sought to evaluate the effect of change management on performance of selected private hospitals in Nairobi City County, Kenya. The study specifically sought to establish the effect of leadership role, examine the effect of resource allocation, explore effect of organizational culture and investigate the effect of organizational policies on performance of selected private hospitals in Nairobi City County, Kenya. The study was anchored on change leadership theory, contingency theory, resource based view theory, organizational culture theory and systems theory. This study adopted descriptive research design. The target population comprised of 234 operations managers, human resource managers and finance managers working in selected private hospitals in Nairobi City County in Kenya. Stratified random sampling technique was used to select a sample of 147 respondents. Primary data was collected using a structured questionnaire while a data collection form was used to extract secondary data from financial yearly reports covering performance, specifically total revenue and profit margins from 2020 to 2024. Data was analyzed using SPSS version 27. The correlation results showed that leadership role had a positive correlation with performance of selected private hospitals in Nairobi City County (0.716**).The regression revealed that leadership role showed a strong positive and significant relationship with the performance ($\beta = 0.400$, $t=4.823$, $p = 0.000$). In addition, the study found that resources allocation had a positive correlation with performance of selected private hospitals in Nairobi City County (0.551**). The regression results revealed that resources allocation had a negative and insignificant relationship with the performance ($\beta =-0.122$, $t=-1.562$, $p = 0.121$). It was also found that organizational culture had a positive correlation with performance of selected private hospitals in Nairobi City County (0.710**). The regression results showed that organizational culture has a positive but insignificant effect ($\beta = 0.010$, $t=0.141$, $p = 0.888$). Another finding was that organizational policies had a strong positive correlation with performance of selected private hospitals in Nairobi City County (0.810**). The regression results showed that organizational policies had a positive and significant relationship with the performance ($\beta = 0.589$, $t=5.338$, $p = 0.000$). The study recommends that the management should take adequate time to comprehend the underlying root cause for the employees resisting some aspects of the change process. It is also recommended that the management should organize for frequent and adequate training of employees based on needs assessment. Another recommendation is that the management should focus on instilling shared values to the employees. It is further recommended that the risk transference policies should be fully implemented.

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ACRONYMS AND ABBREVIATIONS

HR	Human Resource
NACOSTI	National Commission for Science, Technology, and Innovation
NHIF	National Hospital Insurance Fund
RBV	Resource Based View Theory
SHA	Social Health Authority
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for Social Sciences
UHC	Universal Health Coverage
VIF	Value Inflated Factor
TV	Tolerance Value
WHO	World Health Organization

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OPERATIONAL DEFINITION OF TERMS

Leadership the ability of an individual or a group of people to influence and guide followers of an organization (Ramakrishnan, 2024). In this study it included vision articulation, communication skills and resistance management.

Organizational Culture the shared values, beliefs, attitudes and behaviours that characterize an organization (Dewar, 2025). In this study it included shared values, creative mindset and goals driven culture.

Organizational Policies set of rules, responsibilities, processes and timelines that govern the behavior of various entities connected with an organization (Kenton, 2024). In this study it included code of conduct, governance structures and risk mitigation

Performance the actual output of an organization as measured against its intended goals and objectives (Tahir, 2020). In this study it included total revenue, efficiency of services and patient satisfaction index

Resource Allocation the process of strategically distributing resources to achieve organizational goals (Soto, 2022). In this study it included human resources, financial resources and technological resources.

CHAPTER ONE

1.0 INTRODUCTION

This chapter introduces the study to be conducted, particularly highlighting the study background, statement of the problem, objectives of the study, research questions, significance of the study, study scope, the theoretical framework and also the conceptual framework.

1.1 Background to the Study

Healthcare is a significant contributor to the overall economy in terms of size and impact on individuals and society (Boyce & Brown, 2019). It plays a crucial role in improving the well-being of individuals and communities and thus essential for the growth and development of an economy (Harker, 2022). In an increasingly dynamic and competitive business environment, change management has become critical for organizations striving to adapt and remain successful. The hospital economy is a complex filed that requires responsible financial management and effective patient care. By making well-informed decisions that optimize resources, maximize revenue, and ultimately assure the institution's long term success in providing exceptional patient care (Pradhan et al., 2024).

Private hospitals operate independently and are funded through private means. Its administrators play a crucial role in determining its performance especially in the provision of high quality and universal health services. Changes taking place in hospitals are very crucial as they can have a huge impact on service delivery and organizational performance. As such, the value of change management in an organizational setting cannot be overstated (Tiefensee, 2024).

1.1.1 Global Perspective of Performance of Private Hospitals

A report by American Hospital Association in 2024 showed that hospitals in the United States (US) are serving more patients, have a decreased the mortality rates and are focusing on continuous advancement of quality and patient safety. Melnick and Maerki (2023) also noted that there is stabilization of financial and operating performance of hospitals especially in urban hospitals in the US. In Norway, Øygarden et al. (2020) established that change management were positively and directly related to performance through participation in decision making. The study also noted that change oriented leadership was positively related to performance. In Korea, Sung and Kim (2021) noted that change management dimensions of organizational goal, transformational leadership, participation and communication, education and training had a positive impact on organizational performance.

In the United Kingdom (UK), a survey by Commonwealth Fund in 2023 highlighted that there was poor hospital performance which was experienced despite large increases in both number of staff and spending. The study also noted that UK was among the worst performing high income countries on waits for hospital care. In China, Kho et al. (2020) found that piecemeal approach to the change process in the health service and lack of understanding of how to plan, manage and reinforce change affected the performance and delivery of health services. However, Zhang et al. (2024) noted that the private hospital market had experienced rapid growth, and is currently outnumbering public hospitals by a factor of two. This development was experiencing challenges such as poor government regulation and oversight, dissipating public trust, limited financial support by the government and high tax burdens.

1.1.2 Regional Perspective of Performance of Private Hospitals

In South Africa, the industry report of 2024 showed that the private healthcare sector including hospitals saw an improvement in performance. Although dominated by an oligarchic structure of three leading hospitals groups, the revenue growth in private hospitals was expected to continue with an annual growth rate of 2.3% from 2025 to 2029. In Egypt, a study by Abdel-Satar et al. (2022) in private and public hospitals found that there was a significant effect of change management on performance. The study also noted that overcoming resistance to change management in order to make a successful change process led to health institutions providing the best medical services.

In Nigeria, Iyaji et al. (2023) emphasized on the critical role of effective change management constructs including clear communication, employee involvement, leadership support, and training to boost organizational performance. The study noted that the adoption of agile change management initiatives that support employee needs and organizational goals enabled organizations to better navigate market dynamics and achieve sustainable long term success.Statistics showed that the revenue in the hospitals market is projected to reach US$6.93 billion in 2025. This was improved performance was attributed to government's partnership with the private health sector despite a drop of 5% of funding in 2024 (Ikimi & Anosike, 2024).

In Morocco, Errida and Lotfi (2021) established that the leadership of the change manager, effective and constant communication during change, stakeholder engagement and motivation of employees were the most relevant practices of change management success which translated to enhanced organizational performance. Zbiri et al. (2024) highlighted that private hospitals have a turnover of 9.8 million Moroccan dirham and a capital value

of 2 million Moroccan dirham thus representing 70.6% of all hospitals. Due to the quality of their services, private hospitals had enhanced the performance and accessibility of care within the context of universal health coverage.

1.1.3 Local Perspective of Performance of Private Hospitals

In Kenya, Kibe and Kihara (2022) who focused on technology adoption strategic leadership, training and development, and continuous improvement established that change management was continually adopted by organizations in the health sector due to the ever changing demands of its clients and other external forces affecting their performance. Winda (2022) posited that in health care services, training, communication, creating a positive work environment, employee participation, gathering and analyzing feedback were the essential change management was adopted to enhance organizational performance. Kai (2021) also established that change management improved organizational performance.

In addition, Mola et al. (2024) noted that both strategic leadership and resource allocation play a significant role in shaping hospital performance. The study suggested that private hospitals in Nairobi must prioritize aligning leadership and resource strategies to improve performance. Ismahan (2023) established that there was a positive relationship between change management and the organizational performance in the health sector. Mwongera (2023) also noted that the performance of private hospitals was determined by effective strategic implementation practices. In addition, the private hospitals were noted to be experiencing rapid growth due to Kenya's position as a major regional hub. This led to increased competition among the private hospitals.

Chepkurui et al. (2024) noted that private sector health institutions have taken over in the provision of health services especially in areas where the government health facilities lack adequate infrastructure, lack medicine, are understaffed and have lower standards of services. However, most of the private hospitals in Kenya had ensured their equipment were up to the current standards required, patients were assured of receiving proper attention from medical personnel which enhanced trust and faith of patients thus remaining competitive. Mbaabu (2022) on the other hand established that there have been performance challenges in some of the country's private hospitals. According to Juma (2023), private hospitals in Kenya especially in Nairobi City County generally maintained good performance metrics also there were some variability noted thus highlighting areas for improvement especially in resources and effectiveness of operational practices.

1.1.4 The Concept of Change Management

According to Vrcelj (2023), change is the crystallization of new possibilities, policies, behaviors, patterns, methodologies, goods, or market concepts based on the institution's rethought patterns. Planning, carrying out, and overseeing changes are necessary to make sure they are accepted and successfully incorporated into the company. Change management is a discipline that focuses on managing changes within an organization (Creasey, 2022). It is a systematic approach to dealing with the transition of an organization's goals, processes and technologies. The purpose of change management is to implement strategies for effecting and controlling change and helping people to adapt to change (Hanna et al., 2024). Taking a structured approach to change management helps organizations mitigate disruption, reduce costs, reduce time to implementation, improve leadership skills, drive innovation and improve morale. When this is not properly done, an

organization encounters challenges such as resistance, communication and resource management (Tiefensee, 2024). Therefore, organizations must put strong change management practices into place if they want to prosper and keep a competitive edge in a dynamic and fiercely competitive environment(Aguilera et al., 2023).

Leadership roles are positions in which an individual oversees a group of employees and provides an account of their activities and performance. In change management, the leadership role includes motivating employees, creating a vision for change, communicating change, planning for change, creating a conducive environment for change, getting employees' buy-in and leading staff by example (Musaigwa, 2023). Resource allocation is the assignment of available resources to various uses. In change management, resource allocation refers to the strategic distribution of available assets, including time, budget, and people, to support the change process effectively (Marina, 2025).

On the other hand, organizational culture is the set of values, beliefs, attitudes, systems, and rules that outline and influence employee behavior within an organization. Change management is significantly impacted by organizational culture because it influences employee readiness, resistance, and ultimately the success of change initiatives (Chalmers, 2023). According to Milano (2025), organizational policies are rules and regulations employees must follow to keep business running smoothly. Organizational policies in change management serve as a guide for how an organization approaches and manages change.

Effective change management is crucial to reducing interruptions and optimizing the advantages of any change, regardless of its kind. It is also crucial for an organization's

leadership to put in place strategies to ensure other stakeholders support the change process so as to prevent resistance and backlash against the change (Chowdhury &Shil, 2022). These practices are essential for cultivating the ability to adjust to ongoing transformations (Nyambweke, 2020). Change management in healthcare refers to the structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state while minimizing resistance and maximizing engagement. All change initiatives whether large or small, progress through three key steps: pre-change, change, and post-change. Healthcare providers acting as change agents or champions during each stage should align with relevant change theories (Barrow &Annamaraju, 2022).

1.1.5 Performance of Hospitals

Performance is a multi-based construct thus organizations must be seen as performing and creating value on multiple dimensions such as growth, profitability, and legitimacy. Performance is better understood as a broader concept that includes not only measures of result-oriented behavior such as productivity but also normative measures such as effectiveness, efficiency, economy, quality, consistency behavior and development and implementation of tools necessary for building skills and attitudes of performance management (Gutterman, 2023). According to Tahir (2020), organizational performance means the actual output of an organization as measured against its intended goals and objectives. Many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as financial performance, customer service, social responsibility and employee stewardship. The balance scorecard is based on the premise that measurement of organizational performance should take into factors that are not purely

financial in nature since many of the financial indicators are generally used based on operational performance.

Many different variables have been used to measure performance including profitability, gross profit, return on asset, return on investment, return on equity, return on sales, revenue growth, market share, stock price, sales growth, export growth, liquidity and operational efficiency.Performance has also been descripted as the extent to which the organization is able to meet the needs of its stakeholders and its own needs for survival (Contu, 2020) This formulation broadened the concept of organizational performance beyond strictly market-focused measures such as profit margin, market share or product quality, all of which are important to certain stakeholders and overall organizational survival, to include a number of other nonfinancial factors (Doval, 2020). Mwagona and Kinyua (2023) argued that three aspects of organizational performance should be considered: financial performance, business performance and organizational effectiveness.

Hospital performance indicators are measureable metrics used to assess the quality and efficiency of healthcare services (Hadian et al., 2024). The productivity in the hospital is based on effectiveness while efficiency is based on the use of resources to create optimal output. Speed dimension focuses on service delivery time while safety is based on hospital infections, patient safety and harmful events while quality dimension is related to quality of services provided in the hospital (Rasi et al., 2020). In addition, in the hospital setup, satisfaction focuses on patients, employees and their complaints while profitability is the overall output for income and profit margins. Further, sustainability dimension is related to energy standards in the hospitals while flexibility is on the hospitals response to crisis

situations (Carini et al., 2020).This study focused on the hospital performance aspects of total revenue, productivity and patient satisfaction.

1.1.6 Private Hospitals in Nairobi County

The healthcare sector is considered to be one of the fastest growing service industries around the world especially the private sector (Swathi et al., 2023). Private hospitals are crucial in the expansion of access to quality healthcare in areas where public facilities are in adequate (Montagu et al., 2020). According to the World Health Organization (WHO), private health sector increases the scope, scale and geographical coverage of health services in the country as they bridge gap in the provision of quality services. This is in line with attaining Universal Health Coverage (UHC) goals. Private hospitals are essential players in Kenya's healthcare sector, contributing to the realization of the national Vision 2030 agenda and their individual visions and missions (Mola et al., 2024).

The private healthcare system in Kenya provides 52% of all health care services and majority of the leading private healthcare hospitals are located in Nairobi County. These private hospitals have earned recognition throughout East Africa and beyond as advanced diagnostic, treatment and referral centres (Chepkirui et al., 2024). Nairobi's healthcare sector is experiencing rapid growth due to its position as a major regional hub, leading to increased competition among private hospitals (Mwongera, 2023). Despite this, many hospitals focus primarily on the clinical aspects of healthcare rather than on change management, leading to gaps in the successful strategy implementation execution of their strategies (Ismahan, 2023).

The complexities of running a private hospital as a profit-making business, combined with the unpredictable changes in the business environment, make change management a critical element in the strategic management process in order to gain a competitive advantage (Omwenga, 2023). This is because resistance to change among staff members can undermine efforts to align hospital operations with strategic objectives. Ultimately, successful strategy execution in private hospitals in Nairobi County depends on the integration of leadership, effective human resource management, a supportive organizational culture and adherence to the policy regulatory framework (Otieno&Obonyo, 2019). As the private hospitals have to address the issue of stiff competition from the public hospitals, adopt to the changes in the Kenyan health sector such as the change from National Health Insurance Fund (NHIF) to Social Health Authority (SHA), this study seeks to investigate the effect of change management practices on performance of selected private hospitals specifically in Nairobi City County.

1.2 Statement of the Problem

Hospital administrators face the critical task of managing expenses while ensuring the highest standard of healthcare delivery in the face of evolving regulations and technological advancements (Pradhan et al., 2024).According to Feirouz et al. (2024) private hospitals in Kenya reported profit margins as low as 5-11%, compared to the global average of 12-24% for similar institutions. It has also been highlighted that 47% of private hospitals in Kenya are experiencing cash flow issues (Kenya Healthcare Federation, 2021). The African Population and Health Research Center survey in 2023 also indicated that the average occupancy rate in private hospitals is around 49% which is below the threshold of 80-90% needed for financial sustainability. According to Mola et al. (2024), private

hospitals in Nairobi County are facing stiff competition especially on the pricing of the services from public hospitals which are funded by the government which has resulted in over 50% patients opting for their services. In addition, the ongoing changes in the health sector has presented varying levels of efficiency leading to an average inefficiency level of 6.6% among private hospitalsin Nairobi City (Mugo&Njoroge, 2020); where various challenges have also been encountered in leadership shortcomings (8.45%), inadequate budgets (30%) and failure in strategic goals (34.29%). Kiptoo et al. (2021) also noted that the private sector faces challenges such as high operational costs which have an impact on financial performance. The private hospitals in Nairobi County have also experienced financial constraints and operational inefficiencies (Odhiambo & Owino, 2021). As noted by Mola et al. (2024), leadership deficiencies, ineffective human resource management and poor allocation of resources impede the implementation of various changes taking place in private hospitals in Nairobi County. The mentioned problems have therefore led to a drop of total revenue by 7%, profit margins of 6.5% and customer satisfaction by 21%.

Previous studies on the determinants of organizational change management success highlighted various gaps: (Errida & Lofti, 2021), change management in construction contracting organizations in Saudi Arabia, Kai (2021) in agriculture and food authority; Kho et al. (2020) in telemedicine; and Winda (2022) in public health care services in Kisumu. These studies have highlighted contextual gaps. Iyaji et al. (2023) used the concepts of employee involvement, leadership support while Errida and Lotfi (2021) used stakeholder engagement and motivation of employees thus highlighting conceptual gaps. Karauri and Kyongo (2024) adopted goal path theory; and Makau and Muna (2020) adopted bureaucracy theory thus highlighting theoretical gaps. Methodological gaps were

noted as the studies by Utomo et al. (2024) and Kamaku et al. (2021) used structural equation modeling. In addition, limited studies have been done on the effect of change management especially in the private health sector. To address these gaps, more research on the change management were necessary. This study sought to establish the change management to enhance the performance of private hospitals in Nairobi City County.

1.3 Research Objectives

1.3.1 General Objective

The broad objective of the study was to evaluate the effect of change management on performance of selected private hospitals in Nairobi City County, Kenya.

1.3.2 Specific Objectives

The specific objectives were:

(i) To establish the effect of leadership role on performance of selected private hospitals in Nairobi City County, Kenya

(ii) To examine the effect of resources allocation on performance of selected private hospitals in Nairobi City County, Kenya

(iii) To explore effect of organizational culture on performance of selected private hospitals in Nairobi City County, Kenya

(iv) To investigate the effect of organizational policies on performance of selected private hospitals in Nairobi City County, Kenya

1.4 Research Questions

The research questions were:

(i) What is the effect of leadership role on performance of selected private hospitals in Nairobi City County, Kenya?

(ii) What is the effect of resources allocation on performance of selected private hospitals in Nairobi City County, Kenya?

(iii) What is the effect of organizational culture on performance of selected private hospitals in Nairobi City County, Kenya?

(iv) What is the effect of organizational policies on performance of selected private hospitals in Nairobi City County, Kenya?

1.5 Significance of the Study

1.5.1 Private Hospitals in Nairobi City County

This study would be of importance to the management of various private hospitals in Nairobi City County as they could use the recommendations to review their policies on change management for enhanced performance.

1.5.2 Other Private and Public Hospitals in Kenya

The study findings and recommendations would also be beneficial to other private and public hospitals as the findings could be adopted in the review of change management policies.

1.5.3 Future Scholars and Researchers

This study would serve as a reference point for future scholars and researchers interested in expanding knowledge on the effects of change management and how they affect the performance especially in the hospitals and the health sector. Future researchers could also use the findings to critically review theories on change management.

1.6 Scope of the Study

The content scope of this research was to look into the effects of change management on performance of selected private hospitals in Nairobi City County, Kenya. The study's conceptual scope was to determine the effect of leadership role, resources allocation, organizational culture and organizational policies. The institutional focus of this study werethe level 4, 5 and 6 private hospitals while the geographical scope wasNairobi County, Kenya. Data was gathered from both primary and secondary sources. The primary data was collected from the strategic managers, human resource managers, financial managers and administration managers working in at the major private hospitals in Nairobi County. Secondary data was gathered from the published journals on change management and performance of selected private hospitals. This study was undertaken within a period of eight months.

1.7 Theoretical Framework

This research was anchored on the theory of change leadership which was proposed by Nilakant and Ramnarayan (2006). The theory identifies four essential components or duties associated with leadership attributes. These consist of recognizing change, enlisting help, carrying it out, and developing change capacity. Effective change management thus depends on four leadership attributes: cognitive tuner, people catalyzer, system architect, and efficacy builder. Understanding change and the causes of stability within an organization is therefore necessary for appreciating change. This raises awareness of the need for change, outlines its repercussions, and offers alternatives for implementing it. Leaders, as cognitive tuners, should take the lead in doing this (Nilakant & Ramnarayan, 2006). The theory was relevant in this study as it highlighted the importance of leaders in private hospitals guiding employees through the change process for enhanced performance.

It also showed the importance of leaders being change architects and allocating adequate resources, creating an appropriate organizational culture and providing organizational policies to in order to achieve the change ideas.

1.8 Conceptual Framework

This study hypothesized that independent variables, namely leadership role, resource allocation, organizational culture and organizational policies affected the dependent variable – organizational performance as shown in Figure 1.1 below.

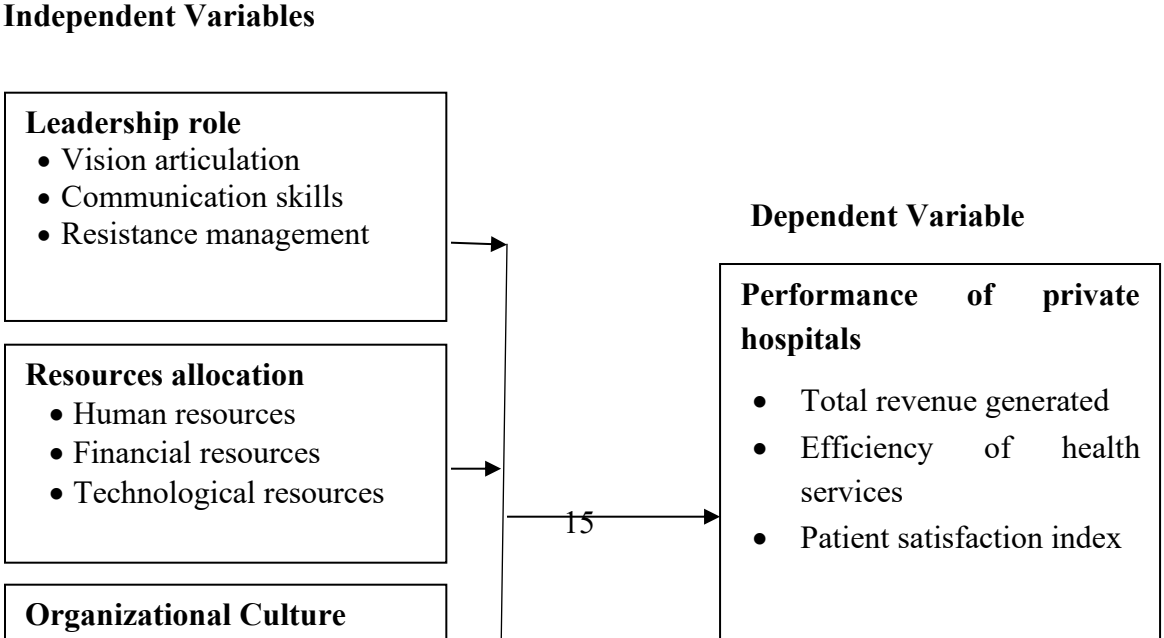


Figure 1.1: Conceptual Framework

The conceptual framework in Figure 1.1 showed that change management under the dimensions of leadership role, resources allocation, organizational culture and organizational policies could affect the performance of private hospitals in Nairobi City County, Kenya. The leadership role in change management would be able to ensure that the leaders articulate the vision, use their communications skills to communicate the change process to the employees and effectively handle any resistance to change leading to enhanced performance. Through resource allocation, the private hospitals would be able to acquire adequate human resources, financial resources and technological resources that are necessary to boost the total revenue generated, efficiency of health services and the patient satisfaction index. The conceptual framework also showed how the organizational culture through shared values, creative mindset and goals driven attitude could lead to efficiency of health services offered by the employees which would boost the revenue generated and the patient satisfaction index. By having organizational policies in place, the

private hospitals would ensure they had a code of conduct to be followed by the employees, clear governance structures and procedures to be used in the change management process to improve the performance of private hospitals in terms of their total revenue generated, efficiency of health services and patient satisfaction index.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews theories relating to the study objectives by highlighting their key assumptions, significant arguments, their importance in this study and also criticizing. The chapter also reviews existing empirical studies on the relationship between change management and organizational performance of private hospitals from developed and developing countries. The chapter ends with a research gap which has been noted based on the reviewed theories and studies.

2.1 Theoretical Review

2.1.1 Contingency Theory

Contingency theory was developed by Fiedler in 1967. The theory highlights that there is no specific leadership style which is best but that the effectiveness of a leader depends on how their leadership style matches the situation. This shows that a leader is considered to be the most effective when their leadership style and characteristics are matched with the current situation (Gutterman, 2023).The theory is based on three factors which are the task structure, leader-member relation and positional power. According to the theory, the clarity of work guidelines, the acceptance of leadership and their ability to authoritatively influence the performance of employees determine the organizational performance (Fiedler, 1967). Therefore, if a leader is able to motivate the employees and gain their confidence and trust, he/she will be able to achieve the organization's objectives if the work processes are clearly outlined and adequate authority is exercised to direct the performance of the employees.

According to Gupta (2009) the contingency theory is considered essential in an organization as it can be used to come up with the profiles of the leaders, to predict and evaluate situations as well as put emphasis on how the leadership style can effectively be combined with the situation at hand to gain a competitive advantage. The contingency theory elaborates that relationship building in an organization becomes a priority when there is mistrust with the leadership's strategic implementation methods and also in situations where the hierarchical structure of the organization is too complex such that the influence of the leader is minimal. Further, the theory is also applicable in low positional power, low structured tasks and also in a crisis situation in the organization (Rodic&Maric, 2021).

This theory was relevant to this study because it showed that when implementing change in the private hospitals, leaders could adopt the leadership style that was best suited to articulate the vision so as to ensure that the employees are all working towards the effective implementation of the changes for better performance. In addition, leaders could effectively communicate to the employees on the changes taking place and their role in the process so as to ensure they were motivated to carry out their tasks for improved performance. The leaders could also be able to evaluate the current situation in the work environment and use their attributes to influence the employees to accept the changes taking place and this would enable them to effectively manage any resistance to change aspects experienced among the employees.

According to Gupta (2009), this theory does not provide the reasons why the effectiveness of leaders varies in different situations. The theory is also criticized because it does not focus on the development process of leadership thus it does not auger well with the career

growth of a leader. Further, the theory does not fully explain why a leadership style may be considered effective in one situation and not in another. The theory also fails to explain the framework on what should be done in situations where the current circumstances in an organization do not match with its strategies. In addition, the Least Preferred Co-worker (LPC) scale has been criticized because it fails to relate with other leadership standard measures (Northouse, 2007). According to Galunic and Eisenhardt (1994), the contingency theory is static thus is unable to effectively deal with changes that occur in the organization.

2.1.2 Resource Based View Theory

The Resource Based View (RBV) theory was introduced by Barney (1991). It revolves around an organization's resources as they are the crucial determinants of organizational performance. According to the theory, managers in the organization should focus their attention on the internal resources that are capable of enabling them gain a competitive advantage. These resources should be rare, valuable, non-imitable and non-substitutable. This means that the managerial team should ensure that they acquire internal resources that are not readily available to their competitors, which cannot easily be copied by their competitors, that will enable the organization to improve their performance and those that cannot be replaced by others. Therefore, a strategic leader should be able to fully exploit these resources to enable the organization gain a competitive advantage.

According to the theory, the organizations competencies, capabilities and assets are the most crucial in gaining a competitive advantage thus the executive team should identify the internal resources that possess the most potential to make the organization the best in the sector (Barney, 1991). The heterogeneous nature of organizations makes them capable

of possessing heterogeneous resources enabling them to have varying strategies which can elevate their competitiveness.

RBV theory suggested that a hospital's competitive advantage and operational efficiency stem from its unique resources and capabilities, such as skilled personnel, advanced medical technology, and efficient processes (Barney, 1991). By strategically allocating and developing these resources, private hospitals can improve patient outcomes, cost-effectiveness, and overall operational efficiency (Mola et al., 2024). RBV further highlights the need for strategic alignment between resources and the external healthcare environment, allowing hospitals to adapt to changes in regulatory requirements and market demands

This theory was relevant to this study as it showed the importance of having strategic leaders who were willing to put all their effort in the identification and classification of the core competencies within the organization in an effort to offer training opportunities for them to gain the required skills during the change process. The theory was also relevant to this study because it showed the importance of the strategic leaders to ensure their human resources were adequately trained and rewarded for their role in the change management process. It also highlighted the importance of the private hospitals acquiring adequate funding for the change process planning, implementation and monitoring as well having a budget in place to allocate financial resources to all activities. The theory was also relevant as it highlighted the importance of private hospitals in Nairobi acquiring the necessary technological resources for enhance decision making and feedback channels for effective implementation of the change process for improved organizational performance.

According to Kraaijenbrik, et. al. (2010) the RBV theory assumes that a firm within an industry may be heterogeneous with respect to the strategic resources they control. The theory also assumes that these resources may not be perfectly mobile across organizations and thus heterogeneity can be long lasting. Another criticism is the assumption that only strategic resources can lead to competitive advantage. According to Priem and Butler (2001) this theory misses the managerial implications validity. The theory also entails infinite regress. Further, its applicability is too limited as it does not apply to small organizations. Another critique is that the sustained competitive advantage is not achievable as organizations are in a dynamic environment which changes so fast.

2.1.3 Organizational Culture Theory

The organizational culture theory was proposed by (Schein, 1980). It seeks to clarify the idea of culture and how it affects businesses. The fundamental underlying presumptions, professed ideals and artifacts are the three areas that make up the majority of the model. Schein (2004) asserts that through rules, stand, visible behavior both impacts and is influenced by unobservable assumptions. A company's artifacts are the visible, palpable expressions of its surface-level culture, including its physical surroundings, language, technology, dress, myths and stories, publicly declared values, rituals and ceremonies, etc. The next level of corporate culture is represented by espoused views and values, which also include strategies, goals, common perceptions, shared assumptions, norms, beliefs, and values inculcated by founders and leaders (Sridharan, 2022). The theory explains that organizations do not adopt a culture in a single day; instead, it is formed in due course of time as the employees go through various changes, adapt to the external environment and solve problems (Gutterman, 2024).

The theory was relevant in this study as it explained how organizational culture through the dimensions of values, beliefs and norms could be adopted by the employees of the private hospitals in Nairobi City County to embrace create unity during the change process for enhanced organizational performance.

According to Hatch (1993), although the theory continues to be relevant it needs to be changed. This is because it leaves gaps regarding the appreciation of organizational culture as symbols and processes. Therefore, symbols need to be introduced together with the rest elements of Schein's model and the symbolic interpretive perspective. In addition, there needs to be a change in relation with the centrality of the four elements. This is because the relationships linking the elements are so important and they have not been emphasized enough. Raz (2006) also raises two problems on the difference between professed culture and tacit assumptions, in addition to the vagueness of organizational attributes.

2.1.4 Systems Theory

The systems theory was introduced by Bertalanffy in 1940s. The theory highlights a way to address the increasing complexity of world's problems. It is a theory of interacting processes and the way they influence each other over time to permit the continuity of some larger whole. The theory takes the position that the whole is more than the sum of its parts. Therefore, a system cannot be fully understood by identifying each of its component's parts (Bertalanffy, 1968). The basic elements of the systems model are output, process, input, and feedback. Process represents the operations that occur to transform the inputs to the desired outputs and inputs represent the basic resources that will be transformed into the output. Feedback on the other hand is the element of control (Mele, et al., 2010).

Systems theory assumes that it is through the interactions of the numerous smaller systems that the complexity of the overall system emerges. Every system has causal boundaries, is influenced by its context, defined by its structure, function and role, and expressed through its relations with other systems (Newman & Newman, 2020). The goals of the systems theory are to model a system's dynamics, constraints, conditions, and relations, and to elucidate principles such as purpose, measure, methods and tools that can be discerned and applied to other systems at every level of nesting, and in a wide range for achieving optimized equifinality. In essence, systems theory is about developing broadly applicable concepts and principles, as opposed to concepts and principles specific to one domain of knowledge (Bertalanffy, 1972).

The theory was pertinent to this study because it highlighted how private hospitals in Nairobi City County could put in place their organizational policies so as to guide the code of conduct by the employees during the change process for better performance. The governance structures in the private hospitals can also be streamlined to promote efficiency of operations during the change process to avoid conflicts and delays which would boost the organizational performance. In addition, it highlighted the importance of putting in place risk mitigation policies to ensure that appropriate corrective measures are taken on time during the change implementation process.

The systems theory has been critiqued because while it allows the whole to be more than the sum of its parts, it does not provide specific guidance to managers. Their role is left somewhat nebulous and severely generalized. The theory has exploded the one-way approach but it does not construct a viable alternative in its place (Johnson, 2019). Another critique of the systems theory is that it may not always be sufficient to explain an

individual's present circumstances. It is also difficult to translate its findings into actionable solutions, particularly at the cultural and policy levels. The theory has also been critiqued for its complexity because while it is useful in analyzing complex systems, it can also be challenging to apply, particularly when there are a large number of system components or when the system is constantly changing (Skyttner, 2006).

2.2 Empirical Review

2.2.1 Leadership Roleand Organizational Performance

In Canada, Logan (2024) conducted a study on the impact of leadership on organizational performance in various sectors. The study specifically focused on leadership styles of autocratic, transactional, participative and transformational. The study reviewed existing literature whereby desk study research design was used. The findings showed that there was a positive relationship between leadership and organizational performance. The study also noted that leadership characterized by adaptability, vision and a strong alignment with organizational goals enhanced performance.

In Romania, Boboescu-Patica (2024) investigated the influence of leadership on organizational performance. The study specifically focused on leadership styles and leadership skills. The study used regression analysis for data analysis. The results showed that there was a positive relationship between leadership and organizational performance. The study also found that leadership style and effectiveness of the leader play an important role in the success of organizational performance.

In Indonesia, Azzahra et al. (2024) examined the link between leadership and organizational performance in the service sector. The study focused on leadership styles. The study adopted case study design and qualitative approaches whereby interviewed and

observation methods were used for data collection. The results showed that leadership styles significantly improved organizational performance by increasing employee motivation and engagement.

Similarly, Ionut-Constantin (2024) explored the relationship between leadership and organizational performance. The study adopted a qualitative research design. The study noted that the relationship between leaders and organizational performance had grown significantly. The study also noted that good relationships between leaders and employees foster a positive work space thus contributing to the commitment of employees to achieve individual and organizational goals.

In United Arab Emirates, Aldhaheri and Ahmad (2024) investigated the influence of leadership on organizational performance in the banking sector. The study specifically focused on transformational leadership styles. The study adopted regression analysis. The results showed that leadership considerably affects organizational performance

In Nigeria, Shafilu et al. (2019) explored the effect of leadership on organizational performance in the education sector. The study adopted survey research design and used correlation analysis. The results revealed that the leadership style employed affected organizational performance. The study suggested that an appropriate leadership style should be adopted by the leaders as it will guarantee timely result delivery as employees will be able to meet set targets.

Similarly, Akinniyi and Adebakin (2021) reviewed existing literature on the influence of leadership on organizational performance. The study focused on leadership styles. The study adopted descriptive analysis. The study established that when an organization is properly led by effective leaders, organization’s productivity increased. The study also

revealed that there was a positive impact between leadership and organizational performance. The study suggested that leadership styles should not be applied rigidly, but flexibly depending on the prevailing situations.

In Uganda, Irene et al. (2024) conducted a study on the relationship between leadership and organizational performance in the local government sector. The study specifically focused on leadership styles. the study established that transformational leadership had a role in fostering creativity and motivating employees which leads to better organizational performance. Participative leadership on the other hand promoted a feeling of ownership among workers which improved decision making process. The study suggested that leaders should focus on an adaptable leadership style that is customized to address the particular requirements and difficulties in the organization.

In Kenya, Lumumba et al. (2021) investigated the influence of leadership on organizational performance in the education sector. The study focused on leadership styles. The study established that there was a positive relationship between leadership and organizational performance. The study also found that laissez faire and autocratic leadership styles had a negative influence on organizational performance.

Karauri and Kyongo (2024) examined the impact of leadership on organizational performance. The study specifically focused on vision, emotional intelligence and communication skills. The study was anchored on goal path theory and transformational leadership theory. The study reviewed existing literature. The findings showed that there was a positive relationship between effective leadership and organizational performance across different industries. The study suggested that there was a need for leaders to cultivate

diverse skill set and adapt their approach to meet the evolving demands of the work environment.

Thuo et al. (2024) assessed the influence of leadership on organizational performance of Kajiado County Government. The study specifically focused on leadership styles and was anchored on goal setting theory. The study adopted explanatory research design and data was analyzed using regression analysis. The findings showed that there was a positive relationship between leadership and organizational performance. The study also found that effective leadership was associated with demonstrated skills, employee empowerment and inclusive decision making.

2.2.2 Resource Allocationand Organizational Performance

In China, Pan et al. (2023) analyzed the influence of resource allocation on organizational performance in the manufacturing sector. The study specifically focused on knowledge integration, operational capabilities and IT infrastructure. The results indicated that there was a positive relationship between allocation of resources and organizational performance. The study suggested that various organizational resources should be integrated in various departments as it will benefit the organization from high performance.

In Indonesia, Hidayat and Widodo (2022) investigated the effect of HR on organizational performance. The study specifically looked at the dimensions of education and learning, experience and expertise, and innovation and creation. The study found that there was a positive relationship between HR and organizational performance. The study suggested that organizations must bring some effective and useful plans to invest in various aspects of HR as this would lead to the achievement of greater performance.

In Iran, Nafari and Rezaei (2022) assessed the relationship between HR and organizational performance in hospitals. The study specifically looked at HR strategies and adopted cross-sectional research design. The findings showed that there was a significant positive relationship between HR and organizational performance. The study noted that to improve performance, organizations should develop HR strategies especially in staff development, compensation and reward.

In Pakistan, Khan et al. (2023) explored the impact of HR on organizational performance in various organizations. The study specifically focused on HR strategies. The results showed that HR practices had a positive impact on organizational performance. The study also found that HR strategies such as incentives, selective hiring and job security were consistently associated with higher levels of performance. The study suggested that organizations should align HR strategies with organizational objectives and culture for better performance.

In Nigeria, Mark (2024) assessed the effect of resource allocation on performance in the non-profit organizations. The study adopted a desk study research design. The study found that when resources, including financial, human, and technological assets, are strategically distributed, organizations can better achieve their objectives and maximize impact.The study also found that the alignment of resources with goals fosters greater stakeholder engagementresulting in improved performance.

Similarly, Odusote and Akpa (2022) explored the link between resource allocation and performance of SMEs. The study adopted survey research design. The results indicated that resource allocation had a significant effect on organizational performance. The study

recommended that organizations should focus on managing and allocating resources effectively for improved productivity.

In Zimbabwe, Denhere et al. (2023) sought to establish how the paint manufacturing industry's performance is influenced by resource allocation. The study specifically focused on the dimensions of physical and information resources. The study established that there is a high inadequacy of resources to support the organizational performance.

In Rwanda, Aradukunda and Sikubwabo (2023) examined the impact of financial resource management on performance in the public sector. The study was anchored on resource dependency theory. Results showed that there was a significant relationship between financial resources and performance. The studyrecommended that organizations should continuously ensure that it has financial control expertise to ensure organizational performance.

In Kenya, Ng'ang'a et al. (2024) conducted a study on the influence of resource allocation on the performance of Kenya Revenue Authority. The study adopted descriptive research design and found that there was a positive relationship between resource allocation and organizational performance. The study suggested that organizations should optimize resource allocation to align with strategic goals for better performance.

Ali (2022) evaluated the influence of resource allocation on organizational performance in the manufacturing sector. The study focused on human and non-human resources dimensions. The findings showed that resource allocation positively and significantly influences organizational performance. The study suggested that organizations should have adequate human resources to avoid workforce shortfall as this will boost performance.

Shigali et al. (2023) sought to determine the influence of resource allocation on organizational performance in the public sector. The study focused on physical resources. The study established that there was a positive relationship between resource allocation and organizational performance. The study suggested that organizations should acquire and effectively allocate resources as a way of improving their performance.

2.2.3 Organizational Cultureand Organizational Performance

In Indonesia, Utomo et al. (2024) examined the relationship between organizational culture and organizational performance in non-profit organizations. The study used structural equation modeling. The findings showed that organizational culture had a direct significant effect on organizational performance. The study suggested that organizations should pay attention to their corporate culture as it influences performance.

Similarly, Baidhowah (2021) assessed the relationship between organizational culture and organizational performance in the public sector. The study specifically focused on the dimensions of employee attitudes and employee behavior. The study adopted survey research design and regression analysis. The study noted that organizational culture provides understanding and control mechanisms that can be used as guidelines to shape the attitudes and behavior of organizational members. The study concluded that organizational culture had a positive impact on organizational performance.

In the UK, Kiziloglu (2022) examined the influence of organizational culture on organizational performance in the hospitality industry. The study focused on the dimensions under Denison model. The study revealed that organizational culture significantly affects organizational performance. The study also found that adaptability and mission significantly affect performance.

In Greece, Xanthopoulou et al. (2022) investigated the link between organizational culture and organizational performance in the public sector. The study adopted regression analysis. The results showed that there was no significant relationship between organizational culture and organizational performance. The study also noted that the having an organization culture that supports strategic changes taking place in an organization enhanced service delivery.

In Nigeria, Akpa et al. (2021) explored the influence of organizational culture on organizational performance. The study was anchored on Denison organizational culture model and theory of organizational excellence. The study found that if employees were committed and had same norms and values as the organization, it could increase performance. The study concluded that organization culture increased the employees commitment to work and ultimately leads to better performance.

In Ethiopia, Yaada (2024) conducted a study on the impact of organizational culture on organizational performance in the education sector. The study adopted the Denison cultural model and explanatory research design. The study established that there was a strong correlation between organizational culture and organizational performance.

Similarly, Korma et al. (2022) sought to determine the influence of organizational culture on organizational performance in the education sector. The study specifically focused on team orientation, organizational learning and strategic direction and intent. The study adopted structural equation modeling. The results showed that organizational performance had a significant effect on organizational performance. The study concluded that the culture of creating change can enable organizations achieve their goals.

In Rwanda, Rugengamanzi and Irechukwu (2023) assessed the influence of organizational culture on organizational performance. The study specifically focused on ethics-driven culture, technology-driven culture and monitoring and evaluation driven culture. The study adopted cross sectional research design and purposive sampling technique. The findings demonstrated that there as a positive correlation between organizational culture and organizational performance.

In Kenya, Mugwika and Kavale (2022) assessed the effect of organizational culture on organizational performance in the banking sector. The study specifically focused on adhocracy culture, clan culture, hierarchy culture and market culture. The study was anchored on competing values framework, bureaucracy theory and balance score card theory. The study adopted descriptive research design. The findings showed that were was a positive significant relationship between organizational culture and organizational performance.

Kamaku et al. (2021) investigated the influence of organizational culture on organizational performance in state corporations. The study employed structural equation modeling. The results showed a positive relationship between organizational culture and organizational performance. The study also noted that paying attention to organization culture was a key driver of well-articulated strategic plans for improved performance.

Mbirira et al. (2023) sought to find out the influence of organizational culture on organizational performance in the banking sector. The study employed qualitative and quantitative research design. The results showed that organizational culture had a positive and significant effect on organizational performance. The study suggested that relevant

activities should be undertaken by an organization to promote corporate culture as it has a positive influence on performance.

Lowalan et al. (2023) investigated the effect of organizational culture on organizational performance in Turkana County. The study adopted descriptive research design. The study which used correlation analysis found that there was a positive correlation between organizational culture and organizational performance. The study suggested that organizations should prioritize the development of a positive organizational culture that values customer satisfaction, innovation, ethical behavior and continuous improvement.

2.2.4 Effect of Organizational Policieson Organizational Performance

In Indonesia, Hutagaol-Martowidjojo et al. (2023) carried out a study on the effect of organizational policies on organizational performance in the manufacturing sector. The study used panel data from 2017-2021. The results showed that there was a positive relationship between organizational policies and organizational performance. The study suggested that organizations should strengthen their policies so as to improve their overall performance.

Similarly, Prasannath et al. (2024) conducted a study on the relationship between organizational policies and organizational performance of SMEs. The study reviewed existing literature. The findings highlighted that organizational policies had a direct effect on organizational performance. The study suggested that policy makers should develop policies tailored to specific sectors for enhanced performance.

In Thailand, Karnsomdee (2021) investigated the effects of policies on organizational performance in the public sector. The study employed cross-sectional research design. The

results revealed that policies had a significant direct influence on organizational performance. The study suggested that organizations should establish innovative and competitive policies to support the rapid changes taking place and also transform the policies into action.

In India, Rana (2023) explored the link between organizational policies and organizational performance in the academic sector. The study adopted survey research design and factor analysis was used for data analysis. The results showed that organizational policies had a positive impact on organizational performance.

In Vietnam, Nguyen et al. (2021) evaluated the impact of organizational policies on organizational performance in the education sector. The study specifically focused on management and infrastructure policy dimensions. The study adopted descriptive survey research design and multivariate data analysis was used to analyze data. The findings indicated that organizational policies had a positive impact on organizational performance.

In Poland, Ludwikowska (2023) investigated the relationship between organizational policies and organizational performance. The study specifically focused on HR policies. The study established that there was a significant relationship between organizational policies and organizational performance. The study concluded that integrating policies with leadership was important to reach a better understanding of how HR and leadership can influence performance.

In Ghana, Yamoah et al. (2024) explored the influence of organizational policies on organizational performance. The study utilized descriptive survey design and correlation analysis and regression analysis were used to analyze data. The results indicated positive and statistically significant relationship between organizational policies and performance.

The study noted that clear policy implementation, having a positive work environment and engaging employees in policy making were likely to enhance performance.

In Nigeria, Okolocha et al. (2021) sought to determine the effect of organizational policies on organizational performance in the education sector. The study adopted survey research design. The findings revealed that organizational policies had a positive significant effect on performance. The study recommended that leaders should formulate and implement organizational policies that are employee driven and recognizes the peculiarities of their needs for better performance.

In Tanzania, Natai and Namada (2021) assessed the influence of organizational policies on organizational performance in the telecommunication sector. The study specifically focused on regulatory framework and technological advancement dimensions. The study adopted descriptive research design. The findings revealed that there was a positive relationship between organizational policies and organizational performance. The study concluded that in change management, regulatory framework and technology were important support mechanisms for enhanced performance.

In Kenya, Rotich (2021) conducted a study on the relationship between organizational policies and organizational performance in the banking sector. The study used personal interviews as the sample comprised of the top management. The findings showed that organizational policies had a significant effect on organizational performance.

Nyamai et al. (2023) explored the impact of organizational policies on performance in selected microfinance institutions. The study applied cross-sectional research design. The study established that organizational policy had a significant and positive influence on performance. The study suggested that organizations should regularly review policies to

ensure that they are relevant at all times and reflect the requirements of the strategic plans for improved productivity.

Makau and Muna (2020) conducted a study on the effect of organizational policies on organizational performance in the banking sector. The study specifically focused on recruitment policies, credit appraisal policies, promotional policies and welfare policies. The study was anchored on bureaucracy theory. The study adopted regression analysis. The results showed that there was a significant relationship between organizational policies and organizational performance.

Warinda et al. (2024) investigated the effect of organizational policies on organizational performance in the public sector. The study specifically focused on policy implementation dimension. The study used mixed methods research design and cross-sectional survey design. The results showed that organizational policies had a significant impact on organizational performance.

2.3 Research Gap

The reviewed empirical studies on the various dimensions of change management practices and organizational performance highlighted conceptual, theoretical, geographical, contextual and methodological gaps. On the leadership variable, conceptual gap noted was on leadership styles (Logan, 2024; Boboescu-Patica, 2024; Azzahra et al. 2024; Aldhaheri& Ahmad, 2024; Akinniyi&Adebakin, 2021; Irene et al., 2024; and Lumumba et al. 2021). The conceptual gaps were identified on resource allocation variable. Shigali et al. (2023) focused on physical resources; Khan et al. (2023) focused on HR strategies; Odusote and Akpa (2022) focused on physical resources and IT infrastructure, Pan et al. (2023) focused on knowledge integration, operational capabilities and IT infrastructure.

The conceptual gaps were identified on organizational culture variable. Baidhowah (2021) focused on employee attitude and employee behavior; Kiziloglu (2022), Yaada (2024) and Akpa et al. (2021) focused on the Denison model; Korma et al. (2022) focused on team orientation, organizational learning and strategic direction and intent; while Regungamanzi and Irechukwu (2023) focused on ethics-driven culture, technological-driven culture and M&E driven culture. The conceptual gaps were identified on organizational policies variable. Nguyen et al. (2021) focused on management policy and infrastructure policy; Ludwikowska (2023) and Makau and Muna (2020) focused on HR policies; and Natai and Namada (2021) focused on regulatory framework and technological advancement policies.In addition, the literature reviewed highlighted theoretical gaps such as Karauri and Kyongo (2024) adopted goal path theory; Thuo et al. (2024) adopted goal setting theory; Mugwika and Kavale (2022) focused on balanced score card theory and Makau and Muna (2020) adopted bureaucracy theory. These theoretical gaps were identified based on the fact that the current study was anchored on contingency theory, RBV theory, organizational culture theory and systems theory.

The researcher also identified geographical gaps: Ludwikowska (2023) in Poland; Natai and Namada (2021) in Tanzania; Yamoah et al. (2024) in Ghana; Rana (2023) in India; Nguyen et al. (2021) in Vietnam; Prasannath et al. (2024) in Indonesia; Karnsomdee (2021) in Thailand and Yaada (2024) in Ethiopia.Further, the literature reviewed showed a methodological gap as other studies have been done using different methodology.Logan (2024) and Gitonga and Willis (2021) reviewed existing literature; Azzahra et al. (2024) used case study research design; Yaada (2024) used explanatory research design; Botelho et al. (2023) used cross-sectional research design; Rana (2023) used factor analysis and

Utomo et al. (2024) and Kamaku et al. (2021) used structural equation modeling. In addition, various studies wereconducted in different sectors thus presenting a contextual gap: Lusega and Wabala (2022) carried out their study in the publishing sector; Aldhaheri and Ahmad (2024) study was in the banking sector; Usoro et al. (2023)and Shafilu et al. (2019) in the education sector and Ringo and Jiang (2022) was in the telecommunication sector.

CHAPTER THREE

RESEARCH METHODOLOGY

The research methodology employed in this study is discussed in this chapter. It is subdivided into the following sections: research design, target population, sample and sampling techniques, research instruments, data collection and analysis procedures, and ethical considerations.

33.1 Research Design

A research design is an objective and accurate procedural plan that is adopted by a researcher to answer questions in a valid way (Khanday &Khanam, 2023).This study adopted descriptive research design as it enabled the researcher to answer the questions what, who, where, how and when of a current situation (Neuman, 2003). This enabled the researcher to conduct the study as a descriptive survey using quantitative methods of research to find out how the change management affect organizational performance of private hospitals in Nairobi City County. Descriptive research design also ensured that the researcher did not control or manipulate any variables unlike other methods like experimental research. It also enabled the researcher to gather information on various variables at the individual level at a given point in time as descriptive research method is carried out through cross-sectional studies. This research design was therefore adopted because it enabled the researcher to collect discrete numerical data from the population in order to provide factual descriptive information (Asio, 2021).

3.2 Target Population

According to Singh and Masuku(2014) target populations refers to the actual number of a society or a group to generalize the findings of an executed investigation. According to

Kenya Medical Practitioners and Dentists Council records for 2025, there are 78 level 4, 5 and 6 registered private hospitals operating in Nairobi City County. Therefore, the target population were the 78 private hospitals. The operations department, HR department and finance department have been selected as they were very strategic in the change management process of the private hospitals and thus the managers possessed the relevant information to inform the current change management practices being undertaken and how they affect performance. Table 3.1 presents the distribution of the target population.

Table 3.1: Distribution of the Target Population

Category	Target Population
Operations Managers	78
HR Managers	78
Finance Managers	78
Total	**234**

Source :Private Hospital Records, 2025

3.3 Sample and Sampling Procedures

A sample is a subset of the target population that a researcher chooses to participate in a study using a predetermined selection technique. To allow the researcher to extrapolate the findings of the research sample to the entire population, the sample must be representative of the population (Bryman, 2016). The unit of observation in this study comprised of operations managers, HR managers and finance managers working in these private hospitals in Nairobi City County registered under Kenya Medical Practitioners and Dentists Council while the unit of analysis were the private hospitals in Nairobi City County, Kenya. Sampling is a strategy for selecting specific individuals or a subset of the population to draw statistical conclusions from an estimate the characteristics of the full population. To conduct a research on the entire population may be perplexing hence it is only practical to

draw sample size from target population by a study. Therefore, the study used Yamane formula (1967) to calculate the sample size as shown below.

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

Where

N =represent size of the population.

n = represent the size of the sample

e = precision level (at 0.95 confidence interval, e=0.05)

N=234

$$n = \frac{234}{1 + 234(0.05^2)}$$

Denominator of the formula=1+0.59=1.59

$$n = \frac{234}{1.59}$$

n~147.17 hence this is approximated at 147 sample size. The sample size for the study wastherefore 147 respondents. The distribution of the sample size was shown in Table 3.2.

Table 3.2: Sample Size Distribution

Category	Target Population	Actual Sample Size	Percentage (%)
Operations Managers	78	49	33.3
HR Managers	78	49	33.3
Finance Managers	78	49	33.3
Total	**234**	**147**	**100**

Source: Author, 2025

This study used a stratified random sampling technique which is a type of probability method where the researcher can branch off the entire population into multiple non-

overlapping, homogenous groups (strata) and randomly choose final members from the various strata for research which reduces cost and improves efficiency (Bisht, 2024). This sampling technique was appropriate because the managers involved in change management in the private hospitals in Nairobi City County are categorized into different levels. These included operations managers, HR managers and finance managers. Each level formed the strata while from every stratum, the researcher used simple random sampling technique to select individual respondents. Under each strata, those sampled represented each of the 78 organizations as the researcher selected a sample each from the selected private hospitals.

3.4 Description of Research Instruments

In this study, the researcher collected primary data from respondents using a structured questionnaire. Based on the study objectives, the questionnaire was separated into sections. The first section included questions about demographic information of the respondents, while the second section included questions about leadership role. The third section included questions about resources allocation, the fourth section included questions about organizational culture while the fifth section included questions on organizational policies. The final section contained questions on organizational performance. The Likert scale was ranked from 1 (very low extent)– 5 (very high extent).

Using a data collecting form, the study also extracted secondary data from the private hospitals registered under Kenya Medical Practitioners and Dentists Council yearly reports covering profit margins andpatient satisfaction from 2020 to 2024.

3.4.1 Validity of Research Instruments

Validity refers to the degree to which an instrument accurately assesses the specific construct it is intended to measure, with a particular focus on how the questions in a questionnaire effectively meet the research objectives. The study validity encompasses various categories, such as content validity, face validity, criteria validity, and construct validity. Face validity was employed to assess the apparent relevance of the study's content, while content validity was utilized to evaluate the comprehensiveness of the computation used in the research with respect to all the content within the fundamental parameter. Construct validity examines whether a construct emphasizes an idea that cannot be directly measured, while criterion validity compares the accuracy of a measure with a measure that is already established as valid (Lohr, 2010). For content validity in order to evaluate the credibility and relevance of the measurement methodologies and items for assessing the variables, the researcher sought the supervisors input on their appropriateness. To evaluate the construct validity, the researcher tookmeasures to guarantee that the indicators and measurements are meticulously formulated using pertinent pre-existing knowledge.

3.4.2 Reliability of Research Instruments

Drost (2011) defines reliability as the degree to which measurements are reproducible when different people perform the measurement on different days, under different conditions, and ostensibly using different methods to measure the construct. In order to assure its reliability, the questionnaire was submitted to a pilot study with 14managers working in private hospitalsin Nairobi City County. On the other hand, the data collection form was utilized to obtain information on the subject from the private hospitals for 2017 and 2018. The data collection process and the accuracy of the data on the variables being

researched was evaluated. Modifications were made to correct all of the instrument's shortcomings. Cronbach's alpha was determined using the collected data to assess dependability. The alpha has a range of 0.7, with values ranging from zero (no internal consistency) to one (complete internal consistency) (George & Mallery, 2003).

3.5 Description of the Data Collection Procedures

The researcher received an introduction letter from the Graduate Studies Department at the Catholic University of Eastern Africa before beginning data collecting. The researcher also appled to the National Commission for Science, Technology, and Innovation for research permission (NACOSTI). In addition, the researcher sought authorization from the private hospitals in Nairobi City County to collect data.

Following approval, the researcher administered the questionnaires to the respondents through drop and pick method. The respondents were allowed one week to complete the questionnaire and then the researcher picked them up. The researcher used the data collection form to extract pertinent information from financial reports in order to get secondary data.

For ethical considerations, the researcher also informed the respondents that the exercise was completely free and voluntary. Furthermore, the respondents' confidentiality and identity were respected, as the names of the participants were not recorded.

3.6 Description of Data Analysis Procedures

The interpretation of data acquired via the use of analytical and logical reasoning to uncover patterns, correlations, or trends is known as data analysis (Humble, 2020). The

acquired data was cleansed and reviewed for completeness, accuracy, and uniformity. Thereafter, the data was coded and examined. The data was analyzed using the Statistical Package for Social Sciences (SPSS version 27). This study used both descriptive statistics and inferential statistics. Descriptive statistics summarized the characteristics of the data by using means and standard deviations, and frequency distribution which were then be presented using frequency tables. Inferential statistics in form of multiple regression analysis and correlation analysis were used. Correlation analysis is a statistical method which was used to measure the strength of the linear relationship between change management variables and performance of private hospitals variable. Multiple regression analysis on the other hand enabled the researcher to make predictions on the relationship between change management and organizational performance of private hospitals in Nairobi City County in Kenya.

The model used in the simple regression analysis was as follows:

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

Where

Y	-	Organizational Performance
α	-	Constant of Proportionality
X_1	-	Leadership Role
X_2	-	Resource Allocation
X_3	-	Organizational Culture
X_4	-	Organizational Resources
β_1. β_2. β_3.β_4	-	Coefficients
e	-	Error term

3.7 Diagnostic Tests

3.7.1 Normality Test

A normality test is necessary to ascertain whether the collected data is normally distributed (Moore et al., 2014). The study used Kolmogorov-Smirnov (K-S) test to determine the normality. In the Kolmogorov-Smirnov test, a small p-value <0.05 indicates that the sample distribution is significantly different from the reference distribution (Ghasemi&Zahediasl, 2012).

3.7.2 Multicollinearity Test

Multicollinearity is a statistical phenomenon in which two or more predictor variables in a multiple regression model are highly correlated and it affects calculations regarding individual predictors (Hair et al., 2010). The study therefore examined if there was a collinearity problem within the data. Value Inflated Factor (VIF) and Tolerance Value (TV) will be used to detect the collinearity problem. VIF in all predictors should be less than ten (10) and TVs should be greater than 0.1 to indicate that there was no collinearity problem among the variables (Williams, 2015).

3.7.3 Heteroscedasticity Test

Heteroscedasticity occurs when the variance of errors is not the same across all levels of independent variables. Heteroscedasticity has an effect on the results (Tabachnick&Fidell, 2001). Generally, heteroscedasticity can lead to the distortion of results by weakening the accuracy of estimates. Breusch-Pagan test was used to compute the heteroscedasticity.

3.7.4 Autocorrelation Test

Autocorrelation test is a statistical method used to detect the presence of autocorrelation in a time series or the residuals of a regression model. It therefore occurs when observations in a sequence are correlated with each other over time. The Durbin-Watson test was used

to detect the correlation between consecutive values in the residuals of the regression model. If it produces a test statistic that ranges between from 0 to 4, where values close to 2 suggest little or no correlation (Huitema & Laraway, 2006).

CHAPTER FOUR

4.0 DATA ANALYSIS, INTERPRETATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents the study findings on change management and performance of selected private hospitals in Nairobi City County in Kenya. The chapter is divided into various sub-sections: response rate, respondent's demographic information, descriptive statistics, diagnostic tests and inferential statistics. The results are discussed for each study objective in relation to the empirical studies.

4.2 Response Rate

The sample size comprised of 147 operations managers, HR managers and finance managers in selected private hospitals in Nairobi City County. The study only managed to collect data from 138 respondents, representing94% response rate. According Wu et al. (2020), a good response rate should fall between 25% and 60%. Therefore, having a response rate of 94% was appropriate in this study. Table 4.1 presents the response rate results.

Table 4.1: Response Rate

Category	Response Rate	Percentage
Returned questionnaires	138	94%
Non-returned questionnaires	9	6%
Total	**147**	**100%**

Table 4.2 presented the reliability results.

Table 4.2: Reliability Results

Variable	No. of items	Cronbach Alpha
Leadership role	6	0.9754
Resources allocation	6	0.9150
Organizational culture	6	0.9427
Organizational policies	6	0.9581
Performance	4	0.9864

Source: Research data (2025)

The cronbach alpha range was more than 0.7 thus the questionnaire was fit to collect data for the study.

4.3 Demographic Information of the Respondents

The study was interested in the demographic information of the respondents such as gender, educational level and length of time the private hospital has been in operation. The results are presented in the sub-sections.

4.3.1 Gender of the Respondents

The study solicited respondents to specify their gender, and the collected data was statistically evaluated and illustrated in Figure 4.1.

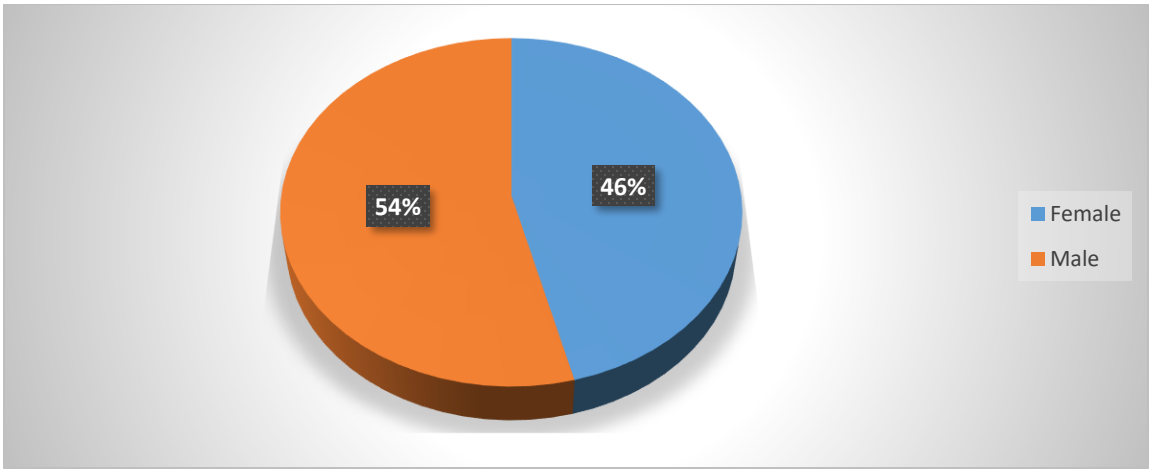


Figure 4.1: Gender of the Respondents

Figure 4.1 indicates that the majority of respondents, 75 (54%), were male, while the remainder 63 (46%) were female.This is an indication that there was gender parity for employees taking part in change management in the selected private hospitals.According to Mandela (2023), when seeking to comprehend different viewpoints, identify hidden inequalities, and foster fairer and more successful results, it is essential to take gender responses into account. In this study, it entailed examining how men and women are impacted by change management and performance, making sure that gender prejudices did not influence the results

4.3.2 Educational Level of the Respondents

The respondents were requested to specify their level of education and the e results of the statistically analyzed data are presented in Figure 4.2.

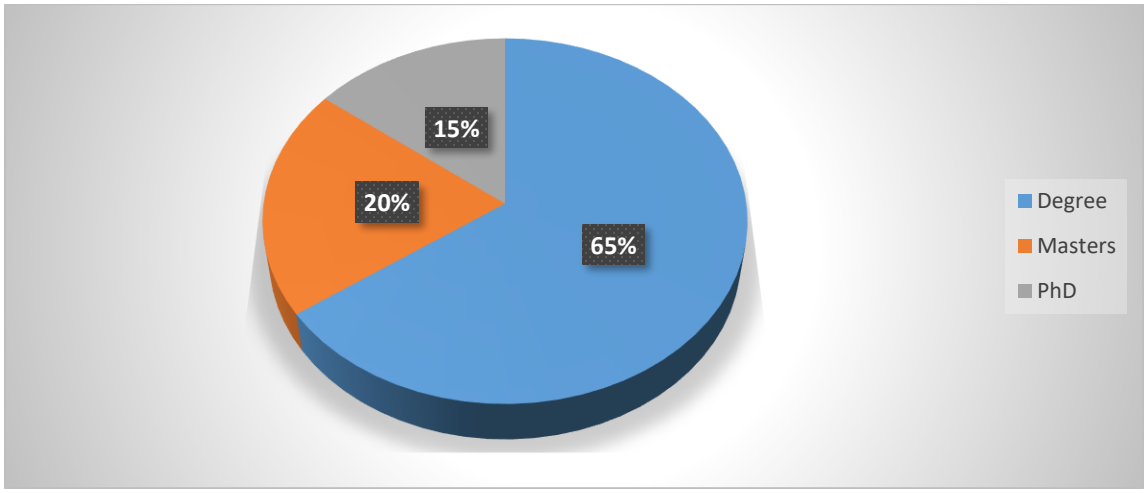


Figure 4.2: Educational Level of the Respondents

Figure 4.3 shows that majority of the respondents 90(65% indicated that their highest educational level was a bachelors degree; 28(17%) master's degree; and 20(15%) PhD. This is an indication that those placed in-charge of change management in the selected private hospitals were well education and thus understood the process and its effect on

performance.The consideration of the level of education among participants was a crucial factor that can significantly influenced study outcomes and interpretations (Chan et al., 2023). This is because it influenced the respondent' understanding of research procedures, their ability to follow instructions, and the generalizability of the findings.

4.3.3 Length of Time the Private Hospital has been in Operation

The respondents were requested to indicate how long the private hospital has been in operation and the results of the statistically analyzed data are presented in Figure 4.3.

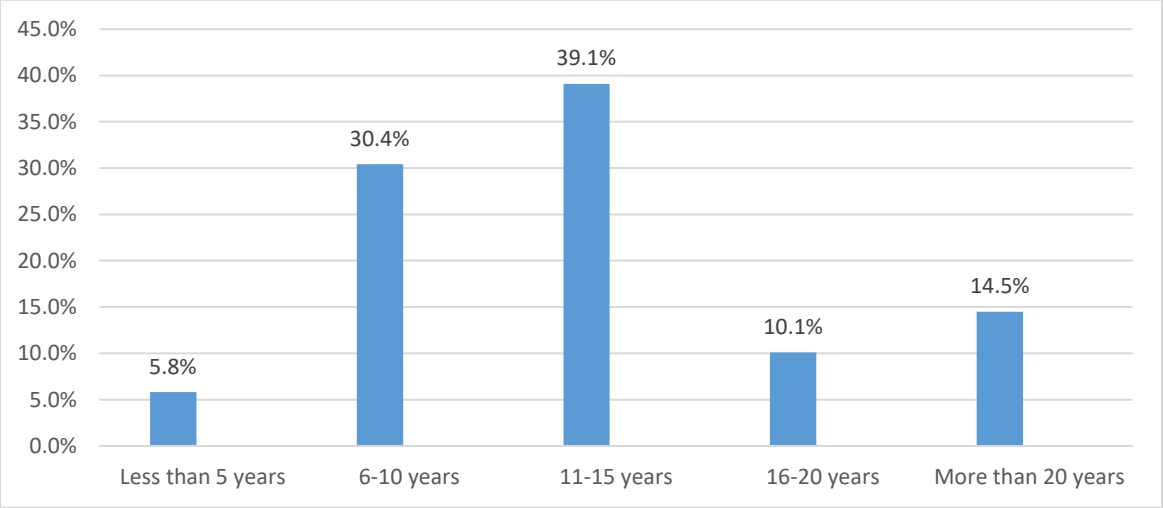


Figure 4.3: Length of Time the Private Hospital has been in Operation

Figure 4.3 shows that majority of the respondents 54(39.1%) indicated that the private hospital had been in operation for between 11-15 years; 42(30.4%) indicated between 6-10 years; 20(14.5%) indicated more than 20 years; 14(10.1%) indicated between 16-20 years while 8(5.8%) indicated less than 5 years. This showed that despite the length of operation of the private hospitals, they had undergone a change management process which influenced their performance. According to Kazembe et al. (2024) the length of time participants' in a study have can influence their knowledge, skills, and confidence. This

information was therefore crucial in this study as it had the potential to affect the respondents' responses and engagement in the research.

4.4 Descriptive Analysis of Study Variables

Descriptive analysis was performed in accordance with the study objectives, and the results are reported in the following subsections.A five-point Likert scale was employed, with 1 indicating very low extent, 2 indicating to low extent, 3 indicating to a moderate extent, 4 indicating to a high extent, and 5 indicating very high extent.

4.4.1 Effect of Leadership Role on Performance of Selected Private Hospitals in Nairobi City County

The first objective of the study was to establish the effect of leadership role on performance of selected private hospitals in Nairobi City County, Kenya. The results are presented in Table 4.2.

Table 4.2: Effect of Leadership Role on Performance of Selected Private Hospitals

Items	Mean	S.D
Leaders ensure the change vision is clearly defined and specific	4.18	0.983
Leaders motivate employees to work towards the desired change	4.02	1.084
Leaders are able to clearly communicate change information for effective delivery	3.89	1.188
Leaders pay attention to the opinions of other employees on changes being implemented	3.83	1.259
Leaders are able to understand the root causes of any resistance	2.38	1.529
Leaders are able to take a proactive approach to address concerns	3.21	1.554
Composite Mean	**3.59**	**1.266**

The results in Table 4.2indicated that with a mean=4.18 and standard deviation=0.983, majority of the respondents agreed that the change vision was clearly defined and specified

by the leaders to a high extent. Most of the respondents with a mean=4.02 and standard deviation=1.084 agreed that employees were motivated by the leaders to work towards the desired change to a high extent. In addition, a mean=3.89 and standard deviation=1.188 showed that the respondents moderately agreed that there was clear communication on change information by the leaders for effective delivery of services. Majority of the respondents with a mean=3.83 and standard deviation=1.259 moderately agreed that the leaders paid attention to the opinions of employees on changes being implemented. However, the respondents with a mean=2.38 and standard deviation=1.529 disagreed that the root causes of any resistance were clearly understood by the leaders. Further, the respondents with a mean=3.21 and standard deviation=1.554 moderately agreed that a proactive approach was being taken by the leaders to address concerns.

A composite mean=3.59 and average standard deviation=1.266 highlighted a moderation in the role played by leaders in the selected private hospitals during the change management process to enhance performance. This was because apart from having a clear change vision and motivating the employees to work towards effective delivery of the change, communication, paying attention to the opinion of the employees and taking a proactive approach was moderately undertaken. However, understanding the root cause of resistance to change by the leaders was to a low extent as they could not pinpoint the exact cause.

These results are in tandem with those of Logan (2024) who noted that leadership characterized by adaptability, vision and a strong alignment with organizational goals enhanced performance. They are also in line with those of Ionut-Constantin (2024) who established that good relationships between leaders and employees foster a positive work

space thus contributing to the commitment of employees to achieve individual and organizational goals. The findings are also corroborated by those of Karauri and Kyongo (2024) who that there was a need for leaders to cultivate diverse skill set and adapt their approach to meet the evolving demands of the work environment. Further, the results align with those of Abdel-Satar et al. (2022)who noted that overcoming resistance to change management in order to make a successful change process led to health institutions providing the best medical services.

4.4.2 Effect of Resources Allocation on Performance of Selected Private Hospitals in Nairobi City County, Kenya

The second objective of the study was to examine the effect of resources allocation on performance of selected private hospitals in Nairobi City County, Kenya. The results are presented in Table 4.3.

Table 4.3: Effect of Resource Allocation on Performance of Selected Private Hospitals

Items	Mean	S.D
The management offers adequate training for employees to navigate the change process smoothly	3.33	1.160
The management rewards employees for their role in the change process	3.69	1.106
The management sources for funding to finance the change process	3.74	1.186
The management adequately budgets for the available financial resources for change activities	3.93	1.095
The management has upgraded the hospital technologies to support ongoing change process	4.04	1.007
The technological resources acquired have enhanced decision making during change management	3.64	1.086
Composite mean	**3.72**	**1.107**

The findings in Table 4.3showed that most of the respondents with a mean=3.33 and standard deviation=1.160 moderately agreed that employees were offered adequate

training opportunities by the management to navigate the change process smoothly. In addition, majority of the respondents mean=3.69 and standard deviation=1.106 moderately agreed that employees were rewarded for their role in the change process by the management.

Further, the respondents with a mean=3.74 and standard deviation=1.186 moderately agreed that sourcing for funds to finance the change process was done by the management. The respondents with a mean=3.93 and standard deviation=1.095 also moderately agreed that adequate budgeting was done by the management for the available financial resources for change management activities. In addition, majority of the respondents mean=4.04 and standard deviation=1.007 agreed that the hospital technologies had been upgraded to support ongoing change process. Further, the respondents with a mean=3.64 and standard deviation=1.086 moderately agreed that decision making during the change management process had been enhanced by the technological resources acquired.

A composite mean of 3.72 and average standard deviation of 1.107 indicated a moderation in how the resource allocation initiatives were handled by the management of selected private hospitals in Nairobi City County. This is because apart from the upgrading of hospital technologies being highly done, the rest of the initiatives in terms of employee training, rewarding, sourcing for funding, budgeting and use of technological resources for decision making were done in moderation by the management.

The findings are supported by those of Mark (2024) who found that when resources, including financial, human, and technological assets, are strategically distributed, organizations can better achieve their objectives and maximize impact. They are also in line with those of Aradukunda and Sikubwabo (2023) who established that organizations

should continuously ensure that it has financial control expertise to ensure organizational performance. In addition, the findings are in tandem with those of Pan et al. (2023) who posited that various organizational resources should be integrated in various departments as it will benefit the organization from high performance. Hidayat and Widodo (2022) also suggested that organizations must bring some effective and useful plans to invest in various aspects of HR as this would lead to the achievement of greater performance. The findings are corroborated by those of Nafari and Rezaei (2022) who noted that to improve performance, organizations should develop HR strategies especially in staff development, compensation and reward.

4.4.3 Effect of Organizational Culture on Performance of Selected Private Hospitals in Nairobi City County

The third objective of the study was to explore effect of organizational culture on performance of selected private hospitals in Nairobi City County, Kenya. The results are presented in Table 4.4.

Table 4.4: Effect of Organizational Culture on Selected Private Hospitals

Items	Mean	S.D
The shared values act as guiding principles on change process	3.25	1.004
The shared values shape employees behavior in the organization	2.77	1.292
Employees approach change with imagination	3.60	1.130
Employees are willing to explore new possibilities	3.17	1.120
Employees prioritize on achieving desired change goals	3.67	0.931
Employees focus on finding ways to overcome obstacles and reach their goals	3.80	1.010
Composite mean	**3.38**	**1.081**

The results in Table 4.4showed that majority of the respondents with a mean=3.25 and standard deviation=1.004 moderately agreed that the shared values acted as guiding principles on change management. However, the respondents with a mean=2.77 and standard deviation=1.292 disagreed that the shared values were shaping employees behavior in the hospital. On the other hand, majority of the respondents mean=3.60 and standard deviation=1.130 moderately agreed that the employees were able to approach the change with imagination. Further, most of the respondents with a mean=3.17 and standard deviation=1.120 moderately agreed that there was willingness among the employees to explore new possibilities. In addition, the respondents with a mean=3.67 and standard deviation=0.931 indicated that prioritization by employees to achieve desired change goals was to a moderate extent. Majority of the respondents mean=3.80 and standard deviation=1.010 indicated that the focus on finding was to overcome obstacles by the employees to reach their goals was to a moderate extent.

A composite mean of 3.38 and average standard deviation of 1.081 highlighted that organizational culture of the selected private hospitals was moderate. This was because the shared values, creative mindset and being goal driven was adopted in moderation by the employees. In addition, the employee's behavior was not being shaped by the shared values in the private hospitals.

The findings are in agreement with those of Akpa et al. (2021) who found that if employees were committed and had same norms and values as the organization, it could increase performance. They are also supported by those of Kamaku et al. (2021) who noted that paying attention to organization culture was a key driver of well-articulated strategic plans for improved performance. Further, Utomo et al. (2024) suggested that organizations

should pay attention to their corporate culture as it influences performance. The findings are also corroborated by Baidhowah (2021) who noted that organizational culture provides understanding and control mechanisms that can be used as guidelines to shape the attitudes and behavior of organizational members.

4.4.4 Effect of Organizational Policies on Performance of Selected Private Hospitals in Nairobi City County

The fourth objective of the study was to investigate the effect of organizational policies on performance of selected private hospitals in Nairobi City County, Kenya. The results are presented in Table 4.5.

Table 4.5: Effect of Organizational Policies on Performance of Selected Private Hospitals

Items	Mean	S.D
The management has put in place a set of rules to guide the change process	3.98	0.970
The code of conduct provides clarity on how employees should behave during the change process	3.86	1.022
The management has outlined the roles of employees in the change process	3.74	1.186
The governance structures define the work relationships and who makes decisions during the change management process	3.25	1.004
The organization has put in place policies to reduce risks during the change management process	3.21	1.551
Policies on risk transference have been implemented	2.77	1.292
Composite mean	**3.47**	**1.171**

The findings in Table 4.5indicated that majority of the respondents with a mean=3.98 and standard deviation=0.970 moderately agreed that a set of rules to guide the change process had been put in place by the management. In addition, majority of the respondents with a mean=3.86 and standard deviation=1.022 moderately agreed that the code of conduct

provided clarity on how employees should behave during the change process. The respondents with a mean=3.74 and standard deviation=1.186 indicated that roles of employees in the change process had been outlined by the management to a moderate extent.

Further, most of the respondents with a mean=3.25 and standard deviation=1.004 moderately agreed that the governance structures defined the work relationships on who made decisions during the change management process.In addition, most of the respondents with a mean=3.21 and standard deviation=1.551 indicated that policies to reduce risks during the change management process had been moderately put in place. However, majority of the respondents with a mean=2.77 and standard deviation=1.292 disagreed that policies on risk transference had been implemented in the private hospitals.

A composite mean of 3.47 and an average standard deviation of 1.171 showed that the organizational policies were moderately enforced in the selected private hospitals during the change management process. This was because the code of conduct, governance structures and policies on risk were moderately utilized during the change process.

The findings are in tandem with those of Ludwikowska (2023) which revealed that integrating policies with leadership was important to reach a better understanding of how HR and leadership can influence performance. The findings are also aligned with those of Yamoah et al. (2024) who noted that clear policy implementation, having a positive work environment and engaging employees in policy making were likely to enhance performance. In addition, Okolocha et al. (2021) noted that leaders should formulate and implement organizational policies that are employee driven and recognizes the peculiarities of their needs for better performance. The findings are also in line with those of Prasannath

et al. (2024) which suggested that policy makers should develop policies tailored to specific sectors for enhanced performance.

4.4.5 Performance of Selected Private Hospitals in Nairobi City County

The study sought to find out the performance of selected private hospitals in Nairobi City County, Kenya. The results are presented in Table 4.6.

Table 4.6: Performance of Selected Private Hospitals in Nairobi City County

Items	Mean	S.D
The waiting time for patients to be served has reduced	3.90	1.089
Patients concerns have been effectively handled	3.70	1.137
There is efficiency in appointment scheduling	3.59	1.893
There is efficiency of workflow between departments	4.08	0.863
Composite mean	**3.82**	**1.245**

The findings in Table 4.6 showed that most of the respondents with a mean=3.90 and standard deviation=1.089 indicated that the waiting time for patients to be served had moderately reduced. In addition, the respondents with a mean=3.70 and standard deviation=1.137 moderately agreed that the patients concerns had been effectively handled. Majority of the respondents with a mean=3.59 and standard deviation=1.893 also indicated that there was moderation in efficiency in appointment scheduling. Further, most of the respondents with a mean=4.08 and standard deviation=0.863 agreed that there was efficiency of workflow between departments. A composite mean of 3.82 and average standard deviation of 1.245 highlighted that there was moderation in the performance of selected private hospitals in Nairobi City County. Apart from the efficiency of workflow between departments, other aspects of performance were in moderation. The findings are in agreement with those of Kai (2021) who established that change management improved organizational performance.

4.5 Diagnostic Tests

4.5.1 Normality Test

This study employed the Kolmogorov-Smirnov test and the findings were presented in Table 4.7.

Table 4.7: Normality Test Results

Line	Asymp. Sig. (2-tailed)	Information
Leadership role	0.709	Normal
Resources allocation	0.776	Normal
Organizational culture	0.735	Normal
Organizational policies	0.796	Normal

The results in Table 4.7 showed that the results of asymptotic significance are above 0.05 and this explained normal research data. These findings are supported by Cooper and Schindler (2006) who posited that the, p-value in normality tests ought to be more than 0.05 for the data to be normally distributed.

4.5.2 Multicollinearity Test

The study employed VIF to measure level of association among study variables and the findings are presented in Table 4.8.

Table 4.8: Multicollinearity Test Results

Line	VIF	Information
Leadership role	4.672	Free of multicollinearity
Resources allocation	4.569	Free of multicollinearity
Organizational culture	4.014	Free of multicollinearity
Organizational policies	4.743	Free of multicollinearity

The findings in Table 4.8 indicated that the VIF value was below 10. This highlighted that the data in the study was free from multicollinearity symptoms. The findings are in line with those of Williams (2015) who suggested that VIF in all predictors should be less than 10 to indicate that there was no collinearity problem among the variables.

4.5.3 Heteroscedasticity Test

Breusch-Pagan test was used to compute the heteroscedasticity and the results are depicted in Table 4.9.

Table 4.9: Heteroscedasticity Test Results

H_0: Constance Variance	
Chi2 (1)	0.325
Prob>chi2	0.681

The results in Table 4.9 showed that the value of significance was more than 0.05. This explained that the research data was heteroscedasticity free. These results are in tandem with those of results Tabachnick and Fidell (2001) which posited that the for data to be considered heteroscedasticity free, the significant level should be more than 0.05.

4.6 Inferential Analysis of the Study Variables

4.1.6 Correlation of Change Management and Performance of Selected Private Hospitals in Nairobi City County

The coefficient correlation matrix for change management and performance of selected private hospitals in Nairobi City County variables is shown in Table 4.10.

Table 4.10: Correlation Matrix of the Change Management Variables and Performance of Selected Private Hospitals

		Leadership role	Resources allocation	Organizational culture	Organizational policies	Performance
Leadership role	Pearson Correlation	1				
	Sig. (2-tailed)	.				
Resources allocation	Pearson Correlation	.716(**)	1			
	Sig. (2-tailed)	.000	.			
Organizational culture	Pearson Correlation	.373(**)	.551(**)	1		
	Sig. (2-tailed)	.000	.000	.		
Organizational policies	Pearson Correlation	.772(**)	.783(**)	.710(**)	1	
	Sig. (2-tailed)	.000	.000	.000	.	
Performance	Pearson Correlation	.771(**)	.632(**)	.510(**)	.810(**)	1
	Sig. (2-tailed)	.000	.000	.000	.000	.
	N	138	138	138	138	138

** Correlation is significant at the 0.01 level (2-tailed).

The results in Table 4.10 showed that there was a positive correlation between change management and performance of selected private hospitals in Nairobi City County. In terms of strength, organizational policies (0.810**) had the highest strength, followed by leadership role (0.716**), organizational culture (0.7103**), and resources allocation (0.551**) respectively. This showed that all the independent variables had a strong positive correlation with performance of selected private hospitals in Nairobi City County. The

findings are corroborated by those of Sung and Kim (2021) which noted that change management had a positive impact on organizational performance.

4.6.1 Multiple Regression Analysis

The researcher used multiple regression analysis to establish the effect of change management on performance of selected private hospitals in Nairobi City County. Table 4.11 shows the model summary.

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.845a	0.714	0.705	0.46392

a. Predictors: (Constant), leadership role, resources allocation, organizational culture, organizational policies

The results in Table 4.11 showed that the R-value of 0.845 highlighted that there a strong relationship between change management on performance of selected private hospitals in Nairobi City County. The R^2 value of 0.714 indicates that 71.4% of the variation in the performance can be explained by change management. This implied that the change management significantly affects the performance of selected private hospitals in Nairobi City County. The remaining 28.6% of the variation in the performance was attributed to other change management practices not covered by this study. The findings are in tandem with those of Ismahan (2023) who established that there was a positive relationship between change management and the organizational performance in the health sector. The results are also supported by those of Turney (2023) who established that having a high R^2 value suggested that the model fits the data well and also an indication of a good predictive power. Ozili (2023) also posited that a high R square model is acceptable provided that

there is no spurious causation in the model and there is no multi-collinearity among the explanatory variables.

Table 4.12: ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	71.372	4	17.843	82.903	.000[b]
	Residual	28.625	133	0.215		
	Total	99.997	137			

a. Dependent Variable: Performance of selected private hospitals

b. Predictors: (Constant), leadership role, resources allocation, organizational culture, organizational policies

The ANOVA results in Table 4.12 showed that change management was significant in explaining the performance of selected private hospitals in Nairobi City County. The F-statistic of 82.903was significantly higher than the critical value of 1.96 indicating that change management is a strong predictor of the performance of selected private hospitals in Nairobi City County. The p-value of 0.000 was also below the predictable significance level of 0.05. This supported the conclusion that the change management initiatives have a significant impact on the performance of selected private hospitals in Nairobi City County. The findings are supported by those of Øygarden et al. (2020) who established that change management were positively and directly related to performance.

Table 4.13: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	0.791	0.222		3.568	0.001
	Leadership role	0.383	0.079	0.400	4.823	0.000
	Resources allocation	-0.126	0.080	-0.122	-1.562	0.121
	Organizational culture	0.012	0.083	0.010	0.141	0.888

Organizational policies	0.600	0.112	0.589	5.338	0.000

a. Dependent Variable: Performance of selected private hospitals

The model became;

Performance of selected private hospitals =0.791+0.383leadership role-0.126resources allocation+0.012organizational culture+0.600organizational policies

The results in Table 4.12showed that constant term was 0.791 with a p-value of 0.001, indicating that this baseline value wasstatistically significant. Among the predictors, leadership role showed a strong positive and significant relationship with the performance (β = 0.400, t=4.823, p = 0.000), suggesting that a unit change in leadership role leads to an increase of 0.400 units in the performance of selected private hospitals in Nairobi City County. These findings are in line with those of Karauri and Kyongo (2024)which showed that there was a positive relationship between leadership and organizational performance. They also corroborate with those of Boboescu-Patica (2024) which showed that there was a positive relationship between leadership and organizational performance. In addition, Logan (2024) established that there was a positive relationship between leadership and organizational performance. The findings are also in tandem with those of Azzahra et al. (2024) who established that leadership styles significantly improved organizational performance.

However, the findings showed that resources allocation had a negative and insignificant relationship with the performance (β =-0.122, t=-1.562, p = 0.121), implying that a unit change in resources allocation leads to a decrease of -0.122 in the performance of selected private hospitals in Nairobi City County.The findings are contradicted by those of Pan et al. (2023) which indicated that there was a positive relationship between allocation of

resources and organizational performance. They are also contradicted by those of Ng'ang'a et al. (2024) who found that there was a positive relationship between resource allocation and organizational performance. Another contradiction is by Hidayat and Widodo (2022) who found that there was a positive relationship between HR and organizational performance. The negative and insignificant relationship between resources allocation and performance suggested a negative trend which could be due to random chance rather than a true underlying relationship. It could also suggest that other factors of change management were more influential in determining performance. The negative and insignificant relationship could also imply that in the private hospitals, increasing or decreasing resource allocation may not be an effective strategy for improving performance. Therefore, regardless of how resources were distributed, it did not seem to make a difference in whether the change effort was successful or not, or it could mean that the way resources are allocated is not aligned with the needs of the change or the people involved (Naikumi et al., 2023).

The findings showed that organizational culture has a positive but insignificant effect (β = 0.010, t=0.141, p = 0.888), indicating that a unit change in organizational culture leads to an increase of 0.010 units in the performance of selected private hospitals in Nairobi City County.The findings align with those of Utomo et al. (2024) which showed that organizational culture had a positive effect on organizational performance. They are also supported by those of Kamaku et al. (2021) who established that there was a positive relationship between organizational culture and performance. Further, Kiziloglu (2022) revealed that organizational culture positively affects organizational performance.

The results also showed that organizational policies had a positive and significant relationship with the performance ($\beta = 0.589$, $t=5.338$, $p = 0.000$), implying that a unit change in organizational policies leads to an increase of 0.589 in the performance of selected private hospitals in Nairobi City County. The findings are in line with those of Hutagaol-Martowidjojo et al. (2023) which showed that there was a positive relationship between organizational policies and organizational performance. They are also supported by those of Rana (2023) which showed that organizational policies had a positive impact on organizational performance. In addition, the findings are in agreement with those of Yamoah et al. (2024) which indicated positive and statistically significant relationship between organizational policies and performance. The findings are further supported by those of Natai and Namada (2021) which revealed that there was a positive relationship between organizational policies and organizational performance.

CHAPTER FIVE

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter presents a summary of the findings as per the research objectives. The study conclusions are also presented based on the findings, as well as recommendations for policy and future studies.

5.2 Summary of Findings

5.2.1 Effect of Leadership Role on Performance of Selected Private Hospitals in Nairobi City County

The correlation results showed that leadership role had a positive correlation with performance of selected private hospitals in Nairobi City County. The regression revealed that leadership role showed a strong positive and significant relationship with the performance. The descriptive data revealed that the majority of respondents concurred that the change vision was well defined and specified by the leaders to a large extent. The majority of respondents concurred that the leaders inspired the staff to strive toward the desired change to a significant degree. Furthermore, the respondents somewhat concurred that the leaders provided clear communication on change information for the successful delivery of services. On average, the majority of respondents rated the leaders' attention to employee input on changes being implemented, but the respondents did not believe that the leaders had a clear understanding of the underlying causes of any resistance. Additionally, the respondents somewhat agreed that the leaders were taking a proactive strategy to address their concerns.

5.2.2 Effect of Resources Allocation on Performance of Selected Private Hospitals in Nairobi City County

The correlation results showed that resources allocation had a positive correlation with performance of selected private hospitals in Nairobi City County. The regression results revealed that resources allocation had a negative and insignificant relationship with the performance. The descriptive findings revealed that the majority of the respondents somewhat agreed that the management gave employees sufficient training opportunities to effectively manage the change process. Furthermore, the majority of respondents moderately concurred with the statement that management recognized and rewarded employees for their contributions to the change process. Additionally, the management was only somewhat successful at finding money to pay for the change process. The participants moderately agreed that the management had performed sufficient budgeting for the available financial resources for change management operations. Additionally, the majority of respondents concurred that the hospital's technology had been improved to facilitate the continuous change process. In addition, the respondents somewhat concurred that the technology resources gained had improved decision-making during the change management process.

5.2.3 Effect of Organizational Culture on Performance of Selected Private Hospitals in Nairobi City County

The correlation results showed that organizational culture had a positive correlation with performance of selected private hospitals in Nairobi City County. The regression results showed that organizational culture has a positive but insignificant effect. The descriptive findings indicated that most of the respondents somewhat agreed that shared values served

as guiding principles for change management. On the other hand, the study participants did not concur that the common values were influencing employees' conduct in the hospital. The majority of respondents, on the other hand, moderately agreed that the employees were able to approach the change with creativity.Additionally, the majority of the respondents somewhat agreed that the workforce was open to innovation. Furthermore, the respondents said that prioritization by staff to attain the desired change goals was only moderately practiced. The majority of respondents suggested that the emphasis on discovery was on employees overcoming barriers in order to achieve their objectives to a fair extent.

5.2.4 Effect of Organizational Policies on Performance of Selected Private Hospitals in Nairobi City County

The correlation results showed that organizational policies had a strong positive correlation with performance of selected private hospitals in Nairobi City County. The regression results showed that organizational policies had a positive and significant relationship with the performance. According to the descriptive data, the majority of survey participants somewhat agreed that management had established a set of guidelines to direct the transition process. Furthermore, the majority of respondents moderately concurred that the code of conduct outlined how employees should conduct themselves throughout the change process. According to the respondents, the managers had only moderately specified the duties of the workers in the change process. Additionally, the majority of respondents somewhat agreed that the governance frameworks established the working relationships, including who made choices during the change management process. Furthermore, the majority of respondents said that there were moderate measures in place to mitigate risks

throughout the change management process. The majority of respondents disagreed with the notion that private hospitals had implemented risk transfer policies.

5.3 Conclusions

5.3.1 Effect of Leadership Role on Performance of Selected Private Hospitals in Nairobi City County

This study concludes that leadership role had a positive and significant effect on performance selected private hospitals in Nairobi City County. The conclusion of this study is that during the change management process, leaders in the chosen private hospitals play a moderating role in order to improve performance. The reason for this was that, in addition to having a clear vision for change and encouraging workers to focus on its successful implementation, there was just a moderate amount of communication, attention to employee ideas, and proactive behavior. Nonetheless, the leaders' comprehension of the underlying reasons for their opposition to change was limited because they were unable to identify the precise cause.

5.3.2 Effect of Resources Allocation on Performance of Selected Private Hospitals in Nairobi City County

This study concludes that there was a negative relationship between resources allocation and performance of selected private hospitals in Nairobi City County. According to the study, the management of specific private hospitals in Nairobi City County handled the resource distribution initiatives with more restraint. This is due to the fact that, with the exception of the very successful improvement of hospital technology, the management moderately implemented the remaining measures in terms of staff training, rewards, funding sources, budgeting, and use of technological resources for decision-making.

5.3.3 Effect of Organizational Culture on Performance of Selected Private Hospitals in Nairobi City County

This study concludes that there was a positive but insignificant relationship between organizational culture and performance of selected private hospitals in Nairobi City County.The research comes to the conclusion that the selected private hospitals' organizational culture activities were not excessive. This was due to the fact that the workforce embraced a shared set of values, a creative approach, and a drive to accomplish goals in moderation. Furthermore, the common values held by private hospitals were not influencing the employee's conduct.

5.3.4 Effect of Organizational Policies on Performance of Selected Private Hospitals in Nairobi City County

This study concludes that there was a positive relationship between organizational policiesand performance of selected private hospitals in Nairobi City County.Additionally, the study finds that during the change management process, the chosen private hospitals only somewhat implemented the organizational policies. This was due to the moderate use of risk management policies, governance frameworks, and the code of conduct throughout the transition. Nevertheless, the risk transfer policies were not well implemented.

5.4 Recommendations

Based on the conclusions, this study recommends that under leadership role, the management should take adequate time to comprehend the underlying root cause for the

employees resisting some aspects of the change process. This will enable them to effectively manage the resistance to change for improved performance.

It is also recommended that under resources allocation, the management should organize for frequent and adequate training of employees based on needs assessment. This will enable them to navigate the change process better thus boosting the overall hospital performance.

This study recommends that under organizational culture, the management should focus on instilling shared values to the employees. This will ensure that these shared values are inculcated in their behavior so as to influence employees' conduct for enhanced performance.

It is also recommended that under organizational policies, the risk transference policies should be fully implemented. By concentrating on essential operations, enhancing overall resilience, and perhaps gaining a competitive edge, this will allow private hospitals to lessen the risk of possible losses.

5.5 Suggestions for Further Studies

This study was conducted in selected private hospitals in Nairobi City County. It is therefore recommended that similar studies should be carried out in other counties in Kenya to compare results. In addition, the study only focused on the dimensions of leadership role, resources allocation, organizational culture and organizational policies. It is suggested that future studies should focus on other dimensions of change management. As this study was conducted in private hospitals, it is recommended that future studies could be conducted in public hospitals. According to the study, resource allocation had a negative

and insignificant relationship with performance. It is suggested that future researchers should focus on other factors that are likely more crucial for successful change management than how resources are allocated.

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APPENDICES

Appendix I: Questionnaire

Dear respondents,

I am a final year student from the Catholic University of Eastern Africa currently pursuing Master of Business Administration degree. As part of my coursework, I am required to conduct a research survey. The title of my research project is *"Effect of Change Management on Performance of Selected Private Hospitals in Nairobi City County, Kenya"*. I will be grateful if you could spend a few minutes of your time to complete the questionnaire. I assure that all information collected is strictly for academic purposes and will be kept confidential. Thank you for your kind assistance.

SECTION A: DEMOGRAPHIC INFORMATION

Please specify your answer by placing a **(√)** on the relevant answers provided. The following questions will be used only in determining our sample demographics.

1. Gender: [ ] Female [ ] Male

2. Educational Level
[ ] Certificate [ ] Diploma [ ] Degree
[ ] Master [ ] PhD

3. How long has the hospital been in operation?
   Less than 5 years [ ]
   6-10 years [ ]
   11-15 years [ ]
   16-20 years [ ]
   More than 20 years [ ]

SECTION B: LEADERSHIPROLE AND PERFORMANCE OF PRIVATE HOSPITALS

What is your level of agreement to the following statements that relate to the effect of leadership role on performance of private hospitals in Nairobi City County in Kenya?

Key: 1 Very High Extent 2 High Extent 3 Moderate Extent
4 Low Extent 5 Very Low Extent

Statement	**5**	**4**	**3**	**2**	**1**
a) Leaders ensure the change vision is clearly defined and specific					

b) Leaders motivate employees to work towards the desired change					
c) Leaders are able to clearly communicate change information for effective delivery					
d) Leaders pay attention to the opinions of other employees on changes being implemented					
e) Leaders are able to understand the root causes of any resistance					
f) Leaders are able to take a proactive approach to address concerns					

SECTION C: RESOURCE ALLOCATION AND PERFORMANCE OF PRIVATE HOSPITAL

What is your level of agreement to the following statements on the effect of resource allocation on performance of private hospitals in Nairobi City County in Kenya?

Key: 1 Very High Extent 2 High Extent 3 Moderate Extent
4 Low Extent 5 Very Low Extent

Statement	**5**	**4**	**3**	**2**	**1**
a) The management offers adequate training for employees to navigate the change process smoothly					
b) The management rewards employees for their role in the change process					
c) The management sources for funding to finance the change process					
d) The management adequately budgets for the available financial resources for change activities					
e) The management had upgraded their technologies to support ongoing change process					
f) The technological resources acquired have enhanced decision making during change management process					

SECTION E: ORGANIZATIONAL CULTURE AND PERFORMANCE OF PRIVATE HOSPITALS

What is your level of agreement to the following statements on the effect of organizational culture on the performance of private hospitals in Nairobi City County s in Kenya?

Key: 1 Very High Extent 2 High Extent 3 Moderate Extent
4 Low Extent 5 Very Low Extent

Statement	**5**	**4**	**3**	**2**	**1**
a) The shared values act as guiding principles on change process					
b) The shared values shape employees behavior in the organization					
c) Employees approach changed with imagination					
d) Employees are willing to explore new possibilities					
e) Employees prioritize on achieving desired change goals					
f) Employees focus on finding ways to overcome obstacles and reach their goals					

SECTION G: ORGANIZATIONAL POLICIES AND PERFORMANCE OF PRIVATE HOSPITALS

What is your level of agreement to the following statements on the effect of organizational policies on the performance of private hospitals in Nairobi City County in Kenya?

Key: 1 Very High Extent 2 High Extent 3 Moderate Extent
4 Low Extent 5 Very Low Extent

Statement	**5**	**4**	**3**	**2**	**1**
a) The management have put in place a set of rules to guide the change process					
b) The rules of conduct provide clarity on how employees should behave during the change process					

c) The management has outlined the roles of employees in the change process					
d) The governance structures define the work relationships and who makes decisions during the change process					
e) The organization has put in place policies to reduce risks during the change management process					
f) Policies on risk transference have been formulated					

SECTION H: PERFORMANCE OF PRIVATE HOSPITALS

What is your level of agreement to the following statements on the performance of private hospitals in Nairobi City County in Kenya?

Key: 1 Very High Extent 2 High Extent 3 Moderate Extent
4 Low Extent 5 Very Low Extent

Statement	**5**	**4**	**3**	**2**	**1**
a) The waiting time for patients waiting to be served have been reduced					
b) Patient concerns have been effectively handled					
c) There is efficiency of appointment scheduling					
d) There is efficiency of workflow between departments					

Appendix II: Secondary Data Template

A. TOTAL REVENUE

Year	Kshs.
2020	
2021	
2022	
2023	
2024	

B. PATIENT SATISFACTION INDEX

Year	Percentage
2020	
2021	
2022	
2023	
2024	

Appendix III: Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **962944**

Date of Issue: **26/June/2025**

RESEARCH LICENSE



This is to Certify that Miss.. Miriam Mutindi of Catholic University of Eastern Africa, 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: CHANGE MANAGEMENT ON PERFORMANCE OF SELECTED PRIVATE HOSPITALS IN NAIROBI CITY COUNTY, KENYA for the period ending : 26/June/2026.

License No: **NACOSTI/P/25/4175635**

962944

Applicant Identification Number

Deputy Director
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

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See overleaf for conditions

Appendix IV: Introduction Letter

THE CATHOLIC UNIVERSITY OF EASTERN AFRICA
A.M.E.C.E.A

SCHOOL OF BUSINESS & ECONOMICS
Department of Graduate Business Studies

P.O. BOX 62157 00200 Nairobi – KENYA
Tel: 020-2525811-5, 8890023-4,
Email: gbs@cuea.edu or hodgbs@cuea.edu
Website: www.cuea.edu

Our Ref: CUEA/SoBE/GBS/JM/mba.rec/381/2025

13th June 2025

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: MIRIAM MUTINDI MULILI – REG NO: 1051081

The above named is a student at The Catholic University of Eastern Africa, Nairobi—Kenya, in the School of Business & Economics, Department of Graduate Business Studies. She is pursuing a Master of Business Administration degree (Strategic Management Option).

As part of the MBA degree requirements, the University expects the student to write a research thesis. Miriam requires your assistance in carrying out her research study by providing her with a research permit and/or the necessary information. Her thesis is entitled ***"Change Management and performance of Selected Private Hospitals in Nairobi City County, Kenya".***

Any assistance accorded to Miriam will be highly appreciated. All the information provided will be used purely for academic purposes and will be treated with utmost confidentiality.

Thank you.

Yours faithfully,

THE CATHOLIC UNIVERSITY OF EASTERN AFRICA
H.O.D.
13 JUN 2025
GRADUATE BUSINESS SCHOOL
P. O. BOX 62157 - 00200 NAIROBI

Dr. Joseph Macheru, PhD., CPA-K
HEAD OF DEPARTMENT – GRADUATE BUSINESS STUDIES

Appendix V: List of Level 4, 5 AND 6 Private Hospitals in Nairobi City County

1. AAR HEALTH CARE(KENYA) LIMITED
2. ABRAR HEALTH SERVICES LIMITED
3. ABYAN HOSPITAL LIMITED
4. ACCURATE CHILDREN AND FAMILY HEALTHCARE LIMITED
5. ADNAN MEDICAL CENTRE
6. AGA KHAN UNIVERSITY HOSPITAL MEDICAL CENTER
7. AL-BASRAH HOSPITAL LTD
8. ALLIANCE HOSPITAL LIMITED
9. ALLIANCE MEDICAL CENTRE
10. ANKA HOSPITAL LIMITED
11. ASTER POINT HOSPITAL LTD
12. AVENUE HEALTHCARE HOSPITAL
13. BARIKA MEDICAL CENTRE LIMITED
14. BELEVIEW SOUTH HOSPITAL LIMITED
15. BLUE WHALE MEDICAL LTD
16. BRISTOL PARK HOSPITAL
17. BROTHER ANDRE HOSPITAL LTD
18. CANCER CARE KENYA LIMITED
19. CARE HOSPITAL LTD
20. CHILD MENTAL HAVEN LIMITED
21. CITY EYE HOSPITAL
22. COPTIC HOSPITAL
23. CRESCENT COMMUNITY HOSPITAL LIMITED
24. DIAMED CENTER
25. DR AGARWALS EYE HOSPITAL
26. EAGLE HEALTH AND CLINIC SERVICES
27. EASTMARK MEDICAL CENTRE LTD
28. EDRIS PREMIER HOSPITAL LIMITED
29. GERMAN MEDICAL CENTER LTD
30. GERTRUDE'S CHILDREN'S HOSPITAL
31. HALCYON HEALTHCARE LIMITED
32. KAYOLE II SUB-COUNTY HOSPITAL
33. LANGATA SUB-COUNTY HOSPITA
34. MBAGATHI COUNTY REFERRAL HOSPITAL
35. LIFEBRIDGE COTTAGE HOSPITAL LIMITED
36. GLOBCARE HOSPITAL LIMITED
37. JUMUIA HOSPITAL
38. KAREN HOSPITAL
39. LANGATA HOSPITAL LTD
40. LIBKEN MEDICAL CENTRE LIMITED
41. MADINA HOSPITAL LIMITED

42. MATER MISERICORDIAE HOSPITAL
43. MARIA IMMACULATA HOSPITAL LAVINGTON
44. MELCHIZEDEK HOSPITAL LTD
45. MIKULINZI NURSING HOME
46. MOTHER & CHILD HOSPITAL
47. MP SHAH HOSPITAL
48. NAIROBI HOSPITAL
49. NAIROBI SOUTH HOSPITAL
50. NAIROBI WEST HOSPITAL
51. NEEMA HOSPITAL
52. NEWLIFE COTTAGE HOSPITAL LIMITED
53. POPLAR HOSPITAL LTD
54. PRUDENT COTTAGE HOSPITAL
55. REINHA ROSARY MISSION HOSPITAL
56. RELIANCE HOSPITAL LIMITED
57. RESTORE HOSPITAL
58. RFH HEALTHCARE
59. ROYAL VICTORY HOSPITAL
60. SAIKA NURSING HOME LIMITED
61. SCION HOSPITAL LIMITED
62. SELACARE HEALTH SERVICES
63. SERENE HOSPITAL LIMITED
64. SHREE SWAMINARAYAN HOSPITAL
65. SOUTH B HOSPITAL LTD
66. ST. JOHNS HOSPITAL LTD
67. ST. PETER AND ANN MEDICAL CENTRE
68. ST. SCHOLASTICA UZIMA HOSPITAL
69. ST. TERESA'S PARISH DISPENSARY
70. THE BILAL HOSPITAL LIMITED
71. THE NAIROBI WOMEN'S HOSPITAL
72. THE WHITE CRESCENT HOSPITAL
73. TRANQUIL MED CENTRE LIMITED
74. TRANS MARIGOLD HOSPITAL
75. TRUE HEALTH MEDICAL CENTRE LIMITED
76. UMOJA HOSPITAL LIMITED
77. USHIRIKA ELITE HOSPITAL LIMITED
78. VICTORY HOSPITAL LTD