INTERNATIONAL JOURNAL OF LATEST TECHNOLOGY IN ENGINEERING, MANAGEMENT & APPLIED SCIENCE (IJLTEMAS)

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XV, Issue VI, June 2026

Strategy Formulation and Organizational Performance of Selected Private Hospitals in Bungoma County, Kenya

Wanyonyi Joshua Benjamin[1], Dr. Fred Atandi[2], Dr. Faraji Yatundu[3]

[1,2]Department of Business Administration and Management, Kibabii University

[3]Department of Business Administration and Entrepreneurship, South Eastern Kenya University

DOI: https://doi.org/10.51583/IJLTEMAS.2026.150600266

Received: 15 July 2026; Accepted: 20 July 2026; Published: 04 August 2026

ABSTRACT

Strategy formulation has increasingly gained recognition and traction among top and medium-level organizations because of its ability to improve organizational performance. In the current globalization era, strategic management practices have been considered among the most significant practices that distinguish organizations from others. As a key sector, healthcare continues to attract private investors who want to provide medical services and make profits just like other entrepreneurs. This study established the effect of strategy formulation on the organizational performance of selected private hospitals in Bungoma County, Kenya. The study was anchored on two theories, including management by objectives theory as the main theory, supported by Resource-based theory. The explanatory research design was used for this study. The study targeted a population of 149 respondents that includes; managers, directors, marketing officers, and board of management representatives. The sample size involved participants distributed across the thirty-eight selected private hospitals in the county. A five-point Likert scale on the data was used on the data collection instruments. Pilot study was carried out in three private hospitals in Kakamega County for validity of the research instrument. For reliability analysis, Cronbach's alpha was used which recommends a minimum threshold of 0.7. Descriptive statistics was used to analyze data involving means, percentages and frequencies. Findings indicated that Strategy formulation ($r=0.891$, $p=000$) has a statistically significant effect on organizational performance. The study recommended that private hospitals in Bungoma should embrace strategy formulation to enhance their organizational performance.

Keywords: Strategy formulation, Organizational performance, Management by Objectives theory.

BACKGROUND OF THE STUDY

Organizational performance refers to an organization's ability to achieve its goals and objectives effectively while optimizing resource usage. Strategic management practice entails the science and art of formulating, implementing, and assessing cross-functional decisions aiming at enabling an organization to realize its set performance objectives (Tusiime et al., 2015). Lall (2018) further views the practice as a set of processes that an organization uses in determining the strategies for the organization. Strategic management involves systematic planning, implementation, and evaluation of an organization's long-term objectives as well as factoring in the external and internal environments. It encompasses activities like goal setting, resource allocation, and performance assessment to ensure an organization's success (Palladan & Adamu, 2018). Effective strategic management practices incorporate social sustainability, not only enhancing a company's reputation but also contributing to the creation of a more inclusive, responsible, and resilient business ecosystem (Banerjee, 2018). Regardless of the company's size, strategic management practices are critical. Companies that have invested in strategic management strategies, such as ensuring a thorough formulation process and sticking to it, have been found to have a better rate of performance than those that have not. Globally, in the United States (US) strategic management practices like strategy formulation have been adopted to ensure proper management of affirmative funds (Macdonald, 2015).

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In Slovak Republic, Babeľová et al. (2018) also used strategy formulation and implementation as the indicators or measurements of strategic management practices. These authors found that the strategic management indicators had a positive influence on performance. Within the African context, various scholars (Addae-Korankye & Aryee, 2021; Onyekwelu, 2020; Abdiwali, 2019; Garad et al., 2015) while looking at the strategic management component have utilized strategic formulation as the key measurements of organization performance. Kasera (2017) in his study on strategic management practices and how health institutions performed in the county of Nairobi affirmed that the components of strategic management such as thinking, implementation and planning positively influenced the performance of organizations.

Despite the problems facing the private hospitals in achieving effective performance few studies or no studies have been on these organizations' performance, especially in Bungoma County, relating to strategy formulation,

Even though playing an important role of supporting government initiatives in healthcare sector, the performance of private hospitals continues to grapple with organizational issues that affect their existence and competitiveness as business ventures. Some of the issues under focus revolve around; quality of services, human resource management, return on-investment, patient satisfaction among others. All these issues if not well handled have a direct impact on the strategic direction of the organizations in question. Despite the problems facing the private hospitals in achieving effective performance few studies or no studies have been on these organizations' performance, especially in Bungoma County, relating to strategy formulation, strategy implementation and strategy evaluation. More focus needs to be put on private hospitals and their level of quality service provision, efficiency of their services as part of their strategy formulation, strategy implementation and strategy evaluation practices that would translate to quantifiable organizational output. For instance, a study by Maloba, (2018), on the internal environment influencing the performance of private hospitals in Kenya recommended that further research to be done on the possible factors that influences the performances of private hospitals in Western Region, Kenya.

Objective of the study

To determine the effect of strategy formulation on the organizational performance of private hospitals in Bungoma County, Kenya.

Research Hypothesis

H_{01}: There is no statistically significant effect of strategy formulation on the organizational performance of private hospitals in Bungoma County, Kenya.

Theoretical framework

Management by Objectives Theory.

Management by Objectives (MBO) Theory was proposed by **Peter F. Drucker in 1954** through his seminal work *The Practice of Management*. The theory emphasizes that organizational performance can be improved when managers and employees collaboratively establish clear, specific, and measurable objectives that guide decision-making and performance evaluation. Drucker argued that organizations achieve better results when individual goals are aligned with overall organizational goals, and employees understand what is expected of them. MBO therefore focuses on participatory management, goal setting, continuous feedback, and performance measurement as key drivers of organizational effectiveness.

The theory is based on several assumptions. First, it assumes that employees perform better when they participate in setting their own goals because participation enhances commitment and motivation. Second, MBO assumes that organizational objectives can be translated into specific measurable targets at different levels of the organization, creating alignment between individual, departmental, and organizational priorities. Third, the theory assumes that effective communication between managers and employees facilitates clarity of roles and responsibilities. Lastly, MBO assumes that continuous monitoring, evaluation, and feedback enable organizations to identify performance gaps and take corrective actions to improve outcomes.

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Despite its contribution to management practice, MBO Theory has several limitations. The theory may place excessive emphasis on measurable goals while overlooking qualitative aspects of performance such as employee morale, creativity, organizational culture, and customer relationships. It also assumes that managers and employees have sufficient skills and resources to develop realistic objectives, which may not always be the case, especially in organizations facing resource constraints. Additionally, the focus on short-term objectives may encourage managers to prioritize immediate results at the expense of long-term strategic goals. Furthermore, MBO can become bureaucratic if objectives are rigidly followed without considering changes in the external environment. The theory therefore underpins strategy formulation

EMPIRICAL LITERATURE REVIEW

Thaher and Jaaron (2022) conducted a study on strategic sustainable performance management (SSPM) and its effect on organizational sustainable performance in Palestine. The study was carried out among private manufacturing organizations operating in highly polluting industries to examine how the adoption of strategic sustainable performance management practices contributes to improved organizational sustainability outcomes, particularly in terms of economic, environmental, and social performance. The researchers adopted a mixed-methods research design that integrated quantitative and qualitative approaches. The target population comprised 126 private manufacturing organizations operating in the most polluting industrial sectors in Palestine. Data were collected using questionnaires administered to organizational representatives and interviews with selected respondents. Quantitative data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM), while qualitative data were analyzed using thematic analysis.

Dwikat, Arshad, and Mohd Shariff (2022) conducted a study to evaluate the effects of systematic strategic planning (SSP) and strategic business innovation (SBI) on the long-term performance of Palestinian manufacturing small and medium enterprises (SMEs). The study was undertaken within the manufacturing sector, where SMEs face increasing pressure to improve competitiveness, sustainability, and long-term growth. The study was guided by the Resource-Based View (RBV) theory and the Triple Bottom Line (TBL) theory. A quantitative research approach was adopted using a structured survey design.

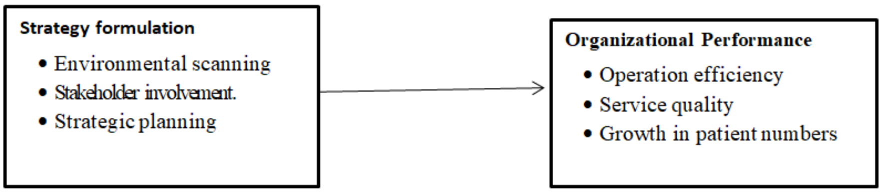
Musa (2024) conducted a study examining the effect of strategy formulation on the performance of Malaysian local authorities (LAs). The study was conducted within the public sector, where local authorities are expected to improve service delivery, operational efficiency, and accountability through effective strategic management practices. Strategy formulation was conceptualized using four dimensions: mission, objectives, strategy, and policy, while organizational performance was measured using efficiency. The study adopted a quantitative research approach. Data were collected through self-administered questionnaires administered to respondents involved in strategic planning and management activities. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). Measurement model analysis was conducted to assess the validity, reliability, and goodness-of-fit of the research constructs before testing the structural relationships.

Sekere (2023) conducted a study on the influence of strategic formulation on the performance of Small and Medium Manufacturing Enterprises in Kenya. The study was guided by the positivist research philosophy and adopted a cross-sectional descriptive research design. The target population comprised 622 Small and Medium Manufacturing Enterprises registered under the Kenya Association of Manufacturers in Kenya. Stratified random sampling was used to select 243 managers and business owners. Primary data were collected using a structured questionnaire. Both descriptive and inferential statistical analyses were employed. The descriptive statistics indicated that mission recorded the highest mean score of 4.19, while vision, goals, and policies each recorded a mean score of 4.12. The study concluded that strategic formulation significantly influences the performance of Small and Medium Manufacturing Enterprises in Kenya.

Conceptual Framework

An analytical tool with multiple variations and contexts is the conceptual framework. Can be applied in different categories of work where an overall picture is needed (Kinyili, 2015).

Independent Variables (Strategic Management Practices)



Source: Researcher (2026)

Figure 2.1: Conceptual framework showing Interaction of Variables

RESEARCH METHODOLOGY

The explanatory research design was used for this study. Explanatory research helps in understanding a particular problem in depth by providing more information about a specific topic and also predict the cause, or make a hypothesis, behind a phenomenon and predict future occurrence. According to Creswell, (2013) explanatory research design can aid the researcher to understand how to determine the root cause of a situation and fill gaps in missing information. The population of the study consisted of Directors, Hospital Managers, Marketing managers and Hospital administrators. Population is a collection of persons, objects, or items of interest (Black, 2012), while Saunders and Lewis define population as the complete set of cases or group members (Saunders, Lewis, & Thornhill, 2012). The definition of the word population according to Cooper and Schindler is the most comprehensive one; a population is the total collection of elements about which we wish to make inferences (Cooper & Schindler, 2001). The study targeted a population of 199 respondents from 38 selected private hospitals in Bungoma county, (Kenya Association of Private Hospitals Annual Report (2022). This will include Hospital Managers, directors, marketing managers, and hospital administrators in the participating private hospitals in Bungoma County. The census method was used to select the targeted participants. The technique was chosen because it allows the participants the opportunity of equality and chance of being selected Onabanjo, (2010) describes a sample size as a sub-set of the population that is taken to be representatives of the entire population. From the targeted population Krejcie and Morgan (1970) table will guide the selection of the sample size (Table 3.2) which will also represent the number of tools to be produced and distributed across the selected private hospitals in the region. This study utilized questionnaires in the form of a five-point Likert scale with comprehensive leading questions that touched on all the core aspects of the topic under study. The questionnaire used in the study to capture both qualitative and quantitative data. The drop-and-pick technique was deployed to minimize the non-return rate level. The researcher assisted those who were not able to fill and their responses documented in the data collection tool.

RESULTS AND DISCUSSION

Descriptive analysis: Strategy formulation

Table 1 Strategy formulation

	N	Min	Max	Mean	Std. Dev
Stakeholder involvement is undertaken by management during strategy formulation	108	1	5	3.81	1.224

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The process of environmental scanning is carried out	108	1	5	4.04	1.085
The results of environmental scanning are used in decision making by management	108	1	5	4.04	1.041
Our hospital carries out strategic planning	108	1	5	3.97	1.139
The plan is clearly communicated to staff	108	1	5	4.16	1.015
Stakeholders views are fully taken into account when formulating strategies.	108	1	5	3.94	1.183
Valid N(listwise)	108	1	5	3.99	1.115

Source: Field Data (2026)

Table 1presents the results for discussion of objective one.

When considering stakeholder involvement in the process of strategy formulation, a mean of 3.81 indicates that there is an overall concurrence that the hospital staff participate in the process, but not to a large extent. This means that the staff involvement is being accepted. The lack of significant variability of the standard deviation value of 1.224 indicates moderate inconsistency in the responses because some of the staff members think that they are more involved than others.

The environmental scanning results are used in decision-making; 4.04 is the mean score that shows substantial agreement on the existence of such a process. The participants tend to perceive it as a link to the long-term goals of the hospital. The standard deviation of 1.085 indicates that the variation in the opinions of the respondents is quite minimal, centred towards the commonality, implying that most participants have a common understanding of the strategic direction of the hospital.

The clarification of particular goals and objectives in the process of strategy construction is well valued, and the average is 4.04. This implies that the respondents concur that the hospital makes its strategic objectives known. The small standard deviation of 1.041 implies that the majority of the respondents trust the process.

Whether the hospital carries out strategic planning is seen in a positive way with an average of 3.97. The respondents have a general tendency to think the process is well understood, but the fact that there is a slight drop in the perfect score implies that some staff may not have a clear-cut understanding of it. The standard deviation of 1.139 implies that there is a moderate difference in the responses, with a few respondents indicating that the process is clear, whereas others indicate that the process can be bettered.

The communication of the plan has a mean of 4.16, reflecting a great level of agreement that the hospital communicates its plan to employees during strategy formulation. The standard deviation of 1.015 indicates a comparatively low degree of variation in the responses; however, it suggests that the general opinion is that the hospital takes the process of strategic planning seriously.

A mean score of 3.94 indicates the extent to which stakeholder views are considered in strategy formulation. The lower mean shows that not all of the respondents envisage this to be true. The standard deviation of 1.183 demonstrates a moderate dispersion of opinions, meaning that certain respondents find considerable efficiency increase, whereas the other respondents might not have noticed any such progress.

In general, the findings indicate that a process of strategy formulation in the hospital is considered positively and the alignment of strategy with long-term goals as well as clarity of goals have been highly agreeable. The results indicate an average range of variability, which implies that most respondents might perceive the advantages of the strategy formulation process, though some of them might see a possibility to improve the process, especially the participation of staff, clarity of the information provided, and the perceived effect on

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efficiency/performance.

Inferential statistics

Inferential statistics comprise of correlation and regression analysis, which help determine relationships between variables and predict outcomes based on sample data.

Correlation analysis

Correlation is a statistical measure that describes the strength and direction of a relationship between two variables, indicating how changes in one variable are associated with changes in another.

Table 2: Correlation Analysis

		1	2
Strategy formulation	Pearson Correlation	1	.891**
	Sig. (2-tailed)		.000
Organizational Performance	Pearson Correlation	.891**	1
	Sig. (2-tailed)	.000	
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Field Data (2026)

The correlation analysis in Table 2 indicates a strong positive and statistically significant relationship between strategy formulation and organizational performance (r = 0.891, p = 0.000). The Pearson correlation coefficient of 0.891 suggests that improvements in strategy formulation are strongly associated with improvements in organizational performance. This implies that organizations with well-defined missions, objectives, strategies, and policies are more likely to achieve higher levels of performance.

The significance value of 0.000, which is less than the 0.01 level of significance (2-tailed), indicates that the observed relationship is statistically significant and is unlikely to have occurred by chance. The findings demonstrate that strategy formulation has a significant positive association with organizational performance, suggesting that strengthening strategic formulation practices is likely to enhance organizational outcomes.

Regression analysis of Strategy Formulation and Organizational Performance

Table 3: Regression analysis of strategy formulation and organizational performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.891[a]	.795	.793	3.03743

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3782.712	1	3782.712	410.006	.000[b]

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	Residual	977.955	106	9.226		
	Total	4760.667	107			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.965	1.394		2.845	.005
	Strategy Formulation	.881	.044	.891	20.249	.000

a. Dependent Variable: Organizational Performance

Source: Field Data (2026)

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The regression analysis indicates the information regarding the relationship between Strategy Formulation and Organizational Performance. The Model Summary reflects a positive correlation between the two variables and the R value of 0.891 implies that as Strategy Formulation rises, Organizational Performance is expected to rise as well. R Square value of 0.795 implies that 79.5 % of the variance in organizational performance can be attributed to the process of strategy formulation. This means Strategy Formulation plays an important role in the determination of organizational performance. The fact that the adjusted R-squared is 0.793 also proves the validity of the model since it addresses the number of predictors, and it reaffirms that the model is still strong. Standard Error of the Estimate is 3.03743 and indicates how an average of the observed values differs with the values that are predicted. This value aids in the evaluation of the correctness of the predictions and the lesser value depicts more accurate predictions.

ANOVA table helps determine whether or not the regression model is significant. The F-statistic is equal to 410.006, and the p-value is equal to 0.000; both of them show that the regression model is highly significant. It implies that Strategy Formulation is an important determinant of Organizational Performance, and the model can explain the performance variation in results.

As seen in the Coefficients table, the unstandardized coefficient of the Strategy Formulation makes it 0.881 which implies that as the value of Strategy Formulation increases by one unit, Organizational Performance will also increase by 0.881 units assuming zero change in other factors. The aforesaid value of the constant (3.965), points to the direction that Organizational Performance is expected to be 3.965 when Strategy Formulation is set to zero.

The standardized coefficient (Beta) of Strategy Formulation is 0.891 implying that the role of Strategy Formulation on Organizational Performance is highly positive. By the high level of Beta, Strategy Formulation plays an important role in the outcomes of performance and it is the most influential variable in the model. Strategy Formulation t-value is 20.249 that is very large and once more attests the importance of such a predictor. A p-value of 0.000 assures that there is statistically significant relationship between Strategy Formulation and Organizational Performance.

CONCLUSION

From the findings, it is concluded that Strategy Formulation plays a critical role in enhancing Organizational Performance. The strong positive relationship between these two variables indicates that a clear and well-designed strategy is essential for guiding hospitals toward achieving their goals and improving their performance. Given that Strategy Formulation explained 79.5% of the variance in Organizational Performance,

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this suggests that the success of a hospital's overall performance is highly contingent on the quality and clarity of its strategy formulation process. The p-value of 0.000 confirms that the relationship is statistically significant, meaning that hospitals with well-thought-out strategic plans are more likely to experience improved performance outcomes. Thus, the study concludes that Strategy Formulation is a fundamental determinant of Organizational Performance, and its importance should not be underestimated in hospital management.

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