STRATEGIC CHOICE AND PERFORMANCE OF MISSION HOSPITALS IN
KIAMBU COUNTY KENYA

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JUNE, 2021
DECLARATION

This project is my original work and has not been presented for a degree in any other university or for any other award. No part of this thesis should be reproduced without authority of the author or/and Kenyatta University

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D53/OL/CTY/27185/2015

I confirm that the work reported in this thesis was carried out by the candidate under our supervision as appointed university supervisor.

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DEDICATION

This work is dedicated to my husband Patrick Njuguna and to our children Ian, Amy and Lee for their moral as well as financial support when writing this project.
ACKNOWLEDGEMENT

I thank God for enabling me to complete this project task on time. I am indebted to my supervisor Dr. Stephen Muathe for his priceless supervision. I also acknowledge my family, friends, and colleagues who supported me in countless ways towards completion of this project. May the Almighty God bless you.
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## OPERATIONAL DEFINITION OF TERMS

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tr>
<td><strong>Leadership</strong></td>
<td>A process of influencing employees in the mission hospitals in Kiambu County to enhance the performance through determining the vision of the firm, organizational controls, ethical practices, and motivation.</td>
</tr>
<tr>
<td><strong>Organizational structure</strong></td>
<td>Entails the roles and responsibilities that every employee of each mission hospital in Kiambu County assumes concerning the process of making decisions, flow of communication, and the hierarchical levels in the hospital.</td>
</tr>
<tr>
<td><strong>Performance</strong></td>
<td>The achievement of mission hospitals’ healthcare objectives measured as by financial stability, service quality, and customer satisfaction.</td>
</tr>
<tr>
<td><strong>Resource acquisition</strong></td>
<td>Ensuring the availability of core competencies, adequate funds, employee empowerment, and physical resources that are required for the performance of mission hospitals in Kiambu County.</td>
</tr>
<tr>
<td><strong>Strategic choice</strong></td>
<td>An understanding of the stakeholders’ anticipations, identifying the available options, evaluating, and selecting the appropriate options for execution. It involves organizational structure, technology, leadership, and resource acquisition.</td>
</tr>
<tr>
<td><strong>Technology</strong></td>
<td>The sum of techniques, methods, processes, and skills that firms apply in the production of goods or services, or in the achievement of objectives. It involves the use of the billing technology, electronic payment and ease of use of technology in mission hospitals in Kiambu County to enhance performance.</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Full Form</td>
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<td>--------------</td>
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<tr>
<td>BSC</td>
<td>Balanced Scorecard</td>
</tr>
<tr>
<td>CHAK</td>
<td>Christian Health Association of Kenya</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>KECCS</td>
<td>Kenya Episcopal Conference through the Catholic Secretariat</td>
</tr>
<tr>
<td>SMEs</td>
<td>Small and Medium-Sized Enterprises</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
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<tr>
<td>SUPKEM</td>
<td>Supreme Council of Kenya Muslims</td>
</tr>
<tr>
<td>VRIN</td>
<td>Valuable, Rare, Imperfectly Imitable, and Non-Substitutable</td>
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ABSTRACT

The current business environment is greatly dynamic and hence the management of every firm is compelled to make effective decisions for the company to remain relevant. Strategic choice is a critical element in the process of formulating a strategy. As a result of the threats that organizations are exposed to, organizations are adopting strategic choices to enhance performance. Regardless of the challenges that mission hospitals in Kiambu County come across in the health industry, they are still luring away clients from public hospitals. Therefore, this study’s main objective was to establish the influence of strategic choice on performance of mission hospitals in Kiambu County. Precisely, the study embarked on four objectives; to establish the influence of organizational structure on performance of mission hospitals in Kiambu County; to determine the influence of technology on performance of mission hospitals in Kiambu County; to determine the influence of leadership on performance of mission hospitals in Kiambu County; and to establish the effect of resource acquisition on performance of mission hospitals in Kiambu County. The research was guided by the open systems theory, agency theory, contingency theory, resource based theory, and the balanced scorecard model. A descriptive research design, specifically a descriptive survey, was applied in this study. The targeted population for the study included the big four mission hospitals (Africa Inland Church Kijabe Mission Hospital; Presbyterian Church of East Africa Kikuyu Hospital; Africa Inland Church Cure International Hospital and Nazareth Hospital) in Kiambu County. The study focused on 80 senior, middle, and operational managers and employed a census since the target population was small. Data collection used a semi-structured questionnaire. A pilot test was performed using 10% of the target population. The study used face, content and construct validity. Reliability of the research instrument was realized using the Cronbach’s Alpha value of 0.7. The study analyzed data using descriptive statistics, inferential statistics, and content analysis. Descriptive statistics involved the use of frequencies, percentages, mean, and standard deviation while inferential analysis used the multiple linear regression model. Regression results exposed that organizational structure, leadership, technology, and resource acquisition were highly significant to performance of mission hospitals in Kiambu County in Kenya. It was recommended by this study that mission hospitals in Kiambu County should create organizational structures which are in line with the goals being pursued by the mission hospitals. On technology the study recommended for effective management and use of technology infrastructure planning, on leadership, the researcher recommends that leadership development be cascaded to all level of employees/management. This is to help the mission hospitals achieve its objectives on service delivery. On resource acquisition the study recommends that managers need to adopt ways capable of motivating workers in the firm for better performance. The study indicated that mission hospitals must inspire more training besides development of staffs to heighten knowledge and skills in order to endure performance.
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

An organization’s performance is an aspect that has raised concern for many managers as well as researchers, and according to Greilling (2010), it is difficult to define performance of a firm because of its several meanings. Organizational performance remains to be an area of interest for research in management (Noruzy, Dalfard, Azhdari, Nazari-Shirkouhi, & Rezazadeh, 2013). Firm’s performance was instituted as a strategic direction to enable organizations to overcome issues about external adaptation and which have been in the pursuit for sustainable competitive advantage. A company’s performance describes the output of that firm compared to its set goals and objectives (Banterle & Carraresi, 2007). In the view of Lebans and Euske (2006), there are monetary and non-monetary indicators of performance that businesses use to measure goals achievement and results.

The central measures of organizational performance are the finances, market share, and returns of the shareholders (Jones & Charles, 2010). In America, performance of firms is done by the higher level management to make sure that it considers the non-financial indicators of performance to bring about the success of the business. In the past, firms have been measuring their performance based on financial terms but because of globalization and increasing competition firms are realizing the benefit of a balanced measurement which considers financial besides non-financial indicators of business performance. This study will measure performance using financial stability, service quality, and customer satisfaction.
It is reported by Herberholz and Supakankunti (2013) that in general, Singapore competes internationally in healthcare and it focuses on quality as well as adding value to its services to make them different from those in other countries and even in the region like in Malaysia besides Thailand. Nonetheless, the health sectors, be it private or public, have been upgraded following increased outflow in quality along with value-added services for enhanced customer satisfaction. The private hospitals in Malaysia operate on a profitability basis and target individuals who are affluent and aim at enhancing quality service and creating customer satisfaction. The private sector in Sri Lanka focuses primarily on the provision of curative and outpatient services and is worryingly reliant on the government for the source of personnel and largely concentrated in urban areas (Govindaraj, Navaratne, Cavagnero, & Seshadri, 2014). The quality of Sri Lanka’s healthcare services in private and government facilities, irrespective of being improved than in numerous developing states, still lags behind what highly advanced nations offer.

According to Rookes (2010), in many African countries, mission hospitals comprise a great system of health facilities. For instance, in Uganda, the Catholic Church along with a several protestant denominations, run 47 hospitals besides over 500 lower-level healthcare facilities, majority of which offer the only accessible care for Uganda's predominately countryside populace. The crucial role played by mission hospitals in the provision of healthcare in Kenya cannot be underrated; their total input in health care is estimated at 40%, countrywide distribution regularly serving rural underserved areas (Amakoye, 2010). A report by the National Poverty Reduction Strategy Paper (PRSP) 2001 documented that 65% of the Kenyan population lives below the poverty line out of which about 53% are in rural areas and below the poverty line. Mission hospitals in Kenya provide many benefits to the economy, majority of which their nature is social and therefore problematic to quantify.
The healthcare sector has encountered an almost paradigmatic shift in the way it is managed as well as organized (Pascuci, Meyer Júnior, & Crubellate, 2017). Numerous decision aspects get into making the correct strategic choices in the contemporary healthcare atmosphere, however, hospital managers might have a different perspective. The environment within which mission hospitals operate in is very competitive. The challenges that have affected growth by posing severe strategic threats in the operation of firms in this sector include advancements in technology as well as globalization, competition from new entrants, and social change (Leggatt & Martin, 2003).

Initially, the government sent consultant doctors besides nurses to mission hospitals, and provided necessary drugs as well as vaccines (Mwangi & Ombui, 2013). The mission hospitals in Kenya also obtained limitless aids from funding churches abroad. Currently, mission hospitals get negligible funding, negatively affects their performance, and threatening their very survival. Reduced budgetary allocations by the ministry of health, inefficient resource utilization, and growing disease burden raises public concern regarding the performance of hospitals (Gaturu, 2018). More so, there are changes in the funding of hospitals, demand of health care services, and advanced technology. Due to such challenges, and given the changes mission hospitals are encountering, it is essential for mission hospitals to explore how strategic choice influences performance. Strategic choices are the vehicles which help firms to align with their environment to increase performance (Parnel, 2013). The uproar in a business’s operating environment demands embracing of strategies for an organization to continue being competitive and enhance performance (Karanja & Wario, 2015).

However, without strategic choice, a firm can have no value thinking about the concept of strategy. Strategic choice creates the way forward, obligation, and mobilizes support in the firm (Wangui, 2011; Judge et al., 2015). An approach to strategy with these views try to find or create unique
competencies besides resources, as well as applying them to produce superior value (Parnell, 2013). Effective strategic choices position the firm to sustainable strategic decisions and at the heart of successful strategic planning is the firm’s ability to surface the important issues as well as make good choice in how to address the issues (Carraresi, Mamaqi, Albisu, & Banterle, 2011). Organizations that desire to be high performing need to consider their environment, structure, leadership, and technology capabilities before carrying on with their plans of implementing the strategies to enable them compete effectively because the adoption of suitable strategic choices greatly enhances performance (Kamau, Aosa, Machuki, & Pokhariyal, 2018).

Given these recommendations, the strategic choices that this study will focus on will be technology, structure, leadership, and resource acquisition. According to Nyambariga (2018), strategic choices statistically significantly influence the performance of humanitarian non-governmental organizations in Nairobi and they influence 68.8 percent of the total variance in performance. Strategic choice creates and sustains a firms’ growth besides other organizational performance indicators. Besides, Namatsi (2018) supports that strategic choices including market penetration, product diversification, and product development significantly influence performance of deposit taking savings and credit cooperatives in Kenya. Strategic choice significantly impacts the performance of Kenyan Universities (Ayuya, Awino, Machuki, & Wainaina, 2017). Moreover, Ceptureanu, Ceptureanu, and Popescu (2017) suggest that strategic choice impacts the performance of family-owned Small and Medium sized Enterprises (SMEs) in Roman. According to Kamundi (2018) strategic choice affects financial performance of oil firms in Zambia. Strategic leadership of senior managers besides their skills through their functional track enable them to cope with a fluctuating environment to a great extent.
The theories that will ground this study include the agency theory, open systems theory, resource-based theory, contingency theory, and the balanced scorecard model. The agency theory explains the best way to utilize the relationship between agents and principals to achieve corporate goals (Wairimu, 2014). The open systems theory suggests that a firm consists of a set of functions that related to each other to obtain inputs from their environment which they process to release outputs or products back to the external surroundings. The contingency theory explains that the best method to manage a firm is contingent or dependent on the circumstances in the internal and external environment while the resource-based theory stresses that business performance stems from resources as well as the internal capabilities of the company (Lockett & Wild, 2014). The balanced scorecard model explains that firms can measure performance using financial and non-financial indicators (Kaplan & Norton, 1996).

1.1.1 Organizational Performance

Firms have a significant role in developing a nation and therefore are considered essential in determining the economic, political, and economic development of countries (Gavrea, Ilies, & Stegerean, 2011). Organizational performance entails the extent to which a business attains its goals within a stipulated time period (Illo, 2012). It is a company’s ability to realize the mission through effective governance, sound management, along with determination to realize the intended results (Lebans & Euske, 2006). Moreover, performance of a firm can refer to the actual output measured against the set objectives and goals. Performance of a firm refers to the total economic results of all the activities that a firm undertakes. Performance of a firm may be of various forms depending on who is measuring and the purpose for the measurement.

According to Manyuru (2005) different stakeholders in the firm need different indicators of performance to help them in making informed decisions. Performance of a business involves
regular actions to create the goals, monitor the movement towards achieving the goals, as well as making the needed adjustments to achieve organizational goals effectively (Deger & Adem, 2011). According to Moulli (2011), performance measurement is a process where a company evaluates how well its management works as well as the value the organization delivers to the clients and other stakeholders. Performance indicators can be both financial as well as non-financial (Lebans & Euske, 2006). This study will adopt financial stability, customer satisfaction, and service as the performance measures.

Financial stability refers to the organization’s ability to deliver vital services in both good and bad times (Klaas & Vagizova, 2014). A stable financial system in an organization offers a way to make payments for services and goods, allows the management of risks, improves management of savings, and allows an organization to borrow money to invest and grow. When the financial system of a firm is weak, problems start to spread and or multiply and this disrupts service provision (Schinasi, 2004). Quality of service is an important aspect in variation and excellence of services and significantly contributes to sustainable competitive advantage. Hospitals provide comparable services but of different quality.

Health service quality comprises dimensions; technical quality (outcome quality), which involves the precision of medical diagnoses besides procedures, in addition to functional quality or process quality which is the manner in which the healthcare professionals provide services to patients (Zarei, Arab, Froushani, Rashidian, & Tabatabaie, 2012). Customer satisfaction denotes the variation between the perceived outcomes by the consumers and the expected performance (Watiki & Churchil, 2014). For customer satisfaction to occur, performance should be higher than what is expected. If performance matches expectations, the customers are satisfied, and when performance exceeds expectations, consumers are even delighted, while if performance is below client
expectations, the clients become dissatisfied (Hellen, 2014). Customer satisfaction could be measured using repurchase behavior and trust.

1.1.2 Strategic Choice

The business environment that modern organizations operate in is highly dynamic and the management of every firm is compelled to make effective decisions for the company to remain relevant (Peng, 2000). Companies that ignore the severity of the changing environment as well as fail to make good strategic choices cannot escape being shut down (Wangui, 2011). Strategic choices form the central area of interest in strategic management and firms that succeed are those that effectively select strategies that are relevant, consider tactical positions, and implementation of strategies (Johnson & Scholes, 2008). Eden and Ackermann (2013) propose that strategic choice is the logic element number three in the process of formulating a strategy and choice is at the epicenter of the formulation process. An organization that has no choices to make gains no value in thinking regarding strategy.

Strategic choice entails an understanding of the anticipations of the shareholders of the firms, identifying the available options, and evaluating as well as selecting the suitable strategic options for execution (Githinji & Administration, 2015). Strategic choices are the activities that guide the future strategy and generate options for selection and implementation. Strategic choices create the way forward for the organization as they develop commitment and mobilization of support in the firm. Before the management of an organization makes strategic choices, there is a need to generate strategic options as well as alternatives early and then measure their suitability against certain set standards to make judgments for execution (Wangui, 2011).
Knowledge of the available options for selection ensures that the organization picks the best option. Best strategic choices should be attainable as well as challenging to help the company be ahead of competitors. Thompson, Strickland, and Gamble (2007) assert that making strategic choices requires strategic analysis and effective judgment skills. Strategic analysis is the phase where an organization performs a situation diagnosis of the internal organizational environment; identification and evaluation of the firm’s mission, strategies, objectives, results, and strengths and weaknesses. The management should also identify the major opportunities along with the threats in their organization’s external environment (Githinji & Administration, 2015).

The strategic choices of focus in this study will be structure, technology, leadership, and the resources acquisition. Organizational structure describes the formal power system as well as task relationships that controls and manages the workers’ behavior and actions to achieve the organizational goals (Jones, 2013). It is the formal tasks arrangement in a corporation (Robbins & Couter, 2007). Firms use organizational structures as control mechanisms to enhancing the productivity of the staff, for effective in addition to efficient task performance, and stimulate the attainment of the corporate goals and objectives (Katsikea, Theodosiou, Perdikis, & Kehagias, 2011). According to Auh and Mengue (2007), the structure of an organization represents the internal characteristics of the firm and these characteristics are given attention as they determine the success or failure of the company. Organizational structure involves the hierarchical levels, job coordination, power distribution, flow of communication, and decision making procedures in the firm and they influence the type of strategies an organization adopts (Wambugu, 2006).

In the modern work organizations, managing technology and its role in the processes of the firm attracts significant attention because of its core importance in the success of the whole life of a firm (Kimani, 2015). Information technology (IT) is an essential growth aspect in the twenty-first
century owing to the dynamic and highly competitive environment of organizations and thus firms need to utilize advanced IT tools that increase efficiency, value of goods and works, and price efficiency. IT is applied in recruitment of staff, communication, management of databases, information processing, storage of organization data, and delivery of services (Hacker & Saxton, 2007). The technology aspects to be studied in this study will include the billing technology, electronic payment, and the ease of use of technology.

Leadership is important in strategic decision making because strategic leaders are capable of helping the organization to overcome inhibitions on taking risks and allocation of resources (Yukl, 2009). Leadership is crucial in organizational stability and development (Hurduzeu, 2015). It is essential in the realistic assessment of problems as well as opportunities for the business, establishment of priorities, along with the organizing resources to address the priorities. Strategic leaders share the vision of the firm with the employees, have essential competencies of influencing others, promote flexibility, develop the company employees, and promote an effective corporate culture (Kabetu & Iravo, 2018). Effective leadership includes the effectiveness of analytical skills, inspiration, management, motivation, and remuneration. In an effort to increase the performance of the organization leaders ought to have the competence to encourage creativeness, stir the juniors to challenge the value system as well as increase individual performance. The elements of leadership that will be emphasized in this study will be determining the firm’s vision, balanced organizational controls, exploiting and maintaining, ethical practices, and motivation (Ireland & Hitt, 2001).

According to Demerouti, Bakker, Nachreiner, and Schaufeli (2001) organizational resources are critical for success of firms because they enhance the skill of employees, decrease job-related stress, and promote employee’s individual growth and development. In the increasingly
competitive markets, organizations need to continuously invest in research and development to become the leaders in innovation, develop improved ways of doing business, and gain market intelligence information to guide informed decisions making for effective competition. However, taking advantage necessitates resources and this is a challenge for many firms and the major challenges faced are a lack of physical and human resources (Shane & Ventetaraman, 2000). Organizational have both tangible as well as intangible resources. A firm’s tangible resources comprise equipment, finances, and personnel, whereas the intangible assets are aspects such as reputation, regulatory, functional resources, as well as social and cultural resources (Wernerfelt, 2011). Under resource acquisition, this study will establish the influence of core competencies, adequacy of funds, employee empowerment, and availability of physical resources on organizational performance of mission hospitals in Kiambu County.

1.1.3 Mission Hospitals in Kenya

Mission hospitals are faith-based institutions that provide health care. These hospitals were established by Christian missionaries with an aim to help the vulnerable and disadvantaged in the community. Mission hospitals aim at making profits and offering social benefits. There are a number of mission hospitals in Kenya but only a few of them have extended their operations beyond the main locations. The number of registered mission hospitals operating in Kenya is 100. Out of these, only a few have satellite clinics or do mobile clinics, and these hospitals are concentrated in urban areas with majority being situated in Nairobi (Kioi, Cowden, & Karodia, 2015). Mission hospitals are more developed and are thought to be important in delivering quality patient care. Approximately 47% of Kenyans attend private facilities when they are sick and mission hospitals compete with public hospitals as well as other non-governmental hospitals.

Most mission hospitals in Kenya operate under three bodies; many protestant hospitals are
coordinated by the Christian Health Association of Kenya (CHAK), catholic health care facilities are coordinated by Kenya Episcopal Conference through the Catholic Secretariat (KEC-CS), which provides oversight, advocacy, lobbying, as well as represents the catholic health facilities, and the last body is the Supreme Council of Muslims (SUPKEM), management of the health facilities based on Islamic faith. In Kenya, 30% of the health facilities are religious based (Ministry of Medical Services, 2009). However, Mission hospitals face a number of challenges; fraudulent financial reporting and lack of resources both human and material, regulation and standards, capacity building for their employees, staff retention and the adoption to current changes. This has forced mission hospitals to come up with new strategies to counter these challenges and move towards performance improvement.

1.2 Statement of the Problem

In Kenya, mission hospitals operate in an unsteady business environment because of globalization and technological advancement, competition from new entrants, political anxieties, and social reforms (Nderitu, 2016). These challenges have an effect on the country’s economic development, Kenya’s health sector growth, besides performance of each mission hospital. Owing to the threats that organizations are exposed to, there is a need to have the right strategic choices to enhance the performance of a firm (Ansoff, Kipley, Lewis, Helm-Stevens, & Ansoff, 2019).

A report released by Citizen TV by Raquel Muigai (2019) indicated that a girl had walked into PCEA Kikuyu Mission Hospital in Kiambu County for an eye surgery but surgery ended up in a missing teeth puzzle and the girl was battling for her life following a botched eye surgery in Hospital. According to the Consumer Federation of Kenya (2017), Kijabe AIC Hospital was on the fraud spotlight following huge, patient exploitation. The report indicated that a patient had been admitted at the facility for two days but upon death on the theater table the operation bill was
KSH. 313,000 which raised an alarm as it was a case of fraud in hospital billing. Despite the challenges that mission hospitals in Kiambu County encounter, they are luring away clients from public hospitals and there has been an increase in the number of patients who seek for treatment from mission Hospitals in Kiambu County. However, the main problem the mission hospitals are facing is how to maintain a constant increase of the number of patients and still continue to offer quality services (O’Meara, Obala, Thirumurthy, & Khwa-Otsyula, 2013).

Ceptureanu, Ceptureanu, and Popescu (2017) and Kamundi (2018) confirm that strategic choice influences organizational performance. However, the studies were based on the Romanian family-owned SMEs and oil businesses in Zambia correspondingly and were case studies. Kamau et al. (2018) concentrated on corporate governance besides strategic choice and firm performance of Kenya’s financial organizations using and observed that strategic choices significantly influence performance of an organization. However, the study targeted financial institutions and results were limited in generalizability. Gaturu (2018) explored strategic management practices and Kenyan mission hospitals’ performance and exposed a positive association between strategic control, board of directors’ composition, hospital capabilities, strategic evaluation and organizational performance. Nevertheless, the study used strategic management practices and not strategic choice as the independent variable.

Muhindi (2012) assessed organizational aspects affecting strategic planning application in mission hospitals in Kiambu County. Results confirmed that internal as well as external dynamics impact the implementation of strategic planning, yet ignored the role played by strategic choices on performance of Mission Hospitals in Kiambu County. More so, the study period was different and thus the need for the present study. Muya and Kimando (2018) conducted investigated the effect of technology structure, management besides control on provision of service in government
hospitals in Kiambu County and found that data classification, guidance and management affected service value in the government hospitals. The study failed to explore the impact of that leadership, organizational structure, technology, and resource attainment have on performance of mission hospitals in Kiambu County. Besides, the investigation involved a case study of public hospitals in Kiambu County and thus results are limited in generalizability. Due to the fewer past studies on strategic choice and performance of mission hospitals in Kiambu County, the present research addressed this gap.

1.3 Objectives of the Study

1.3.1 General objective of the Study

This study’s main objective was to establish the influence of strategic choice on performance of mission hospitals in Kiambu County in Kenya.

1.3.2 Specific Objectives of the Study

i) To establish the influence of organizational structure on performance of mission hospitals in Kiambu County in Kenya.

ii) To determine the influence of technology on performance of mission hospitals in Kiambu County in Kenya.

iii) To determine the influence of leadership on performance of mission hospitals in Kiambu County in Kenya.

iv) To establish the effect of resource acquisition on performance of mission hospitals in Kiambu County in Kenya.
1.4 Research Questions

i) To what extent does organizational structure influence performance of mission hospitals in Kiambu County in Kenya?

ii) How does technology influence performance of mission hospitals in Kiambu County in Kenya?

iii) How does organizational leadership influence performance of mission hospitals in Kiambu County in Kenya?

iv) To what extent does resource acquisition influence performance of mission hospitals in Kiambu County in Kenya?

1.5 Significance of the Study

Results from this investigation might be of importance to the Kenyan government by guiding policy makers on what strategic choices mission hospitals in Kenya can adopt to improve performance. In the government’s pursuit of promoting universal healthcare, it will gain from this study since it will understand the strategic choices that are appropriate in the provision of healthcare.

The study findings might be useful to management of mission hospitals in Kiambu County that are coming up because they will be informed on the role played by strategic choice on performance. Results obtained from the study might enhance the existing literature on strategic choice and performance of organizations. Lastly, results from this study will benefit the researchers because they will use this research as a reference point and the study will also stimulate further exploration.
1.6 Scope of the Study

The research was carried out in mission hospitals in Kiambu County in Kenya. This research’s general objective was to find out the whether strategic choice impacts performance of mission hospitals in Kiambu County in Kenya. There were four independent variables; organizational structure, technology, leadership, and resource acquisition. The dependent variable was performance of mission hospitals. The study applied a descriptive survey research design targeting the big four mission hospitals (Africa Inland Church Cure International Hospital, Nazareth Hospital, Africa Inland Church Kijabe Mission Hospital, and Presbyterian Church of East Africa Kikuyu Hospital) in Kiambu County. The study focused on 80 senior, middle, and operational managers and the study employed a census. The study was conducted in 2020.

1.7 Limitations of the Study

There were various limitations in this research. The study encountered a limitation related to subjective measurement of performance of the organization since some respondents might have been over-confident or under-confident on their firm’s performance, which may not have been a true reflection of actual performance. This was dealt with by assuring the respondents that there is no need to provide untruthful responses since the information was used only for fulfilling academic requirements and information was not made public. Secondly, the participants were hesitant to provide because they may have considered organizational information confidential. The study participants were guaranteed that the information they offer was to be held with utmost concealment.

1.8 Organization of the Study

The research project contains five chapters. The introductory chapter discusses the study’s background, problem that the study sought to address, study objectives, questions, significance of
the study, scope, besides limitations. Chapter two contains the theoretical and empirical review. It further presents a summary of the reviewed works and gaps that previous studies left uncovered and the conceptual framework. The third chapter covers the research design, target population, instrument and methods of gathering data, pilot study, instrument’s validity and reliability, analysis of data, and ethical concerns. Chapter four contains the introduction part, response rate, reliability analysis, profile of the respondents, descriptive findings and regression analysis of the data. Chapter five involves the summary of results, conclusion, besides research recommendations.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Chapter two contains the theoretical in addition to empirical review, as well as summary of reviewed works, together with identified gaps, and the conceptual framework as hypothesized.

2.2 Theoretical Framework

The theories that were applied in examining the link between the variables under study were the contingency theory, agency theory, open systems theory, resource based theory, and the balanced scorecard model were useful in this study.

2.2.1 Agency Theory

Advanced by Jensen and Meckling (1976), the agency theory describes the paramount way to employ the relationship between agents and principals to achieve corporate goals. The principals and agents in the relationship have responsibilities that are clearly defined and the shareholders require the agents to act as well as come up with organizational decisions that serve the interests of the principals. On the other hand, the agents could fail to satisfy their principals and hence may succumb to self-interests, opportunistic behavior, as well as fail to balance between the interests of the principals and the pursuits of the agent (Bhimani, 2008). As a result, conflicts arise because of the economic incentives which vary from the principals’.

The agency theory appropriately explains the association between the ownership and management structure (Wachinga, 2016). The theory concludes that a company’s value cannot be capitalized on as managers typically hold the administrative power which makes them to seize value for their
benefits (Wairimu, 2014). Regardless this assertion, the agency theory anchors the first objective, because it provides a basis to scrutinize how effective organizational structure can control managerial behavior, thus enhancing performance. The agency theory indicates how organizational factors, including organizational structure influence performance of the firm. Having a good organizational structure ensures that the firm does not face the agents-principals conflict (Ittonen, 2010). In an organizational setting the agency theory defines how to greatly merge associations in which a single party, who is the principal, chooses the work, which the other party (agent) undertakes (Jensen & Meckling, 1976).

2.2.2 Open Systems Theory

The organization’s open systems theory was established by Bertanlaffy (1956), a biologist, although the theory was nearly applicable in all disciplines. Further, the work of Emery and Trist (1960) advanced the open systems theory. An open system describes an organization that constantly interacts with the environment. The open systems theory includes a modern system based changed theory of management that is designed to promote healthy, innovative, as well as resilient firms and communities in the contemporary fast changing as well as unpredictable environment. Firms incessantly confront the uncertainty of new challenges that that need to be addressed in a timely, effective, as well as an efficient way for survival (Scott & Davis, 2015). Thus, organizations may die or become transformed when the needs they were established to satisfy no longer exist or other needs have replaced them.

According to Daft (2001), in the view of the open systems theory, a firm is a set of interconnecting roles that obtain inputs from their surroundings and process them, and finally release the products back to the external surroundings. The focus of the open systems theory is on the events happening in the external environment of a business that influence change within the firm. Mission hospitals
in Kiambu County are open as well as adaptive to technology to endure and perform effectively in the dynamic and competitive environment. Additionally, the organization of the firm’s structure impacts performance. More so, the better the different managerial level personnel communicate the greater the performance. The open systems theory anchors the first and second objectives of the study which concern organizational structure and technology of the mission hospitals in Kiambu County. Given the open systems theory, corporations are strongly affected by their surroundings. For instance, technology developments provide key methods of operation that maintain the company as well as stir change in addition to survival (Scott & Davis, 2015).

2.2.3 Contingency Theory

Coined by Lawrence and Lorsch (1967), the contingency theory confirms the non-existence of a single optimum way which a corporation should adopt in leading, organizing, or making decisions. Instead, the best method is contingent or dependent on the circumstances in the internal and external environment (Cameron, Pang, & Jin, 2007). Firms seek effectiveness through matching the organization’s characteristics with contingencies such as the organizational structure, organization size, environment, and levels of technology of a company that reflect their present situations. The success of a firm is contingent to the suitability of the contingency and a change in contingency makes the structure of a business not fit and results in lower performance.

The contemporary management style points at adapting certain management behavior for specific circumstances within the company as well as to every given condition (Glendon, Clarke, & McKenna, 2006). The views of the contingency theory are different from the perspective of the classical management theorists who argue that there is a single best way and base their assumption on the idea that management principles are universal, without considering the unique conditions of every firm. The contingency theorists accept any correct as well as applicable principles that
enable managers to manage effectively. The contingency theory offers managers new methodologies such as situational leadership and participative work groups (Shenhar, 2001). The contingency theory is applicable to the study of strategic choices and performance of Mission hospitals in Kiambu County because it supports the relationship in the third objective, leadership and performance of Mission hospitals in Kiambu County. The contingency theory is linked to the leadership of the organization because different leadership styles are adopted depending on the situation in the company. A leader's success is dependent on whether or not the leadership style suits a specific situation (Fiedler, 2015). A person can be a highly effective leader in one situation and an unsuccessful leader in another one.

2.2.4 Resource-Based View Theory

The resource based theory was advanced by Penrose (1959). The theory starts with a wide-ranging analysis of the functional capabilities as well as competencies existing within the organization. The resource based theory hinges on the idea of economic rent and sees the organization as an assortment of capabilities (John, 2005). The resource based theory holds that an organization can leap more than its rivals through establishing unique and widely distributed resources. According to Fahy (2000), the resource based theory describes the association between organizational resources and achieving competitiveness. This theory sees the company as a conglomeration of different productive assets that the management uses (Lockett & Wild, 2014). The resource based theory proposes that a corporation’s performance relies on the resources possessed by the organization. The argument of this theory is that a business needs to have knowledge on its internal capabilities because they are essential in the creation of strategies relating to outpacing competition with these capabilities.

The resource based theory provides a critical as well as a vital understanding of why businesses
with valuable, rare, unique, as well as well-organized assets may enjoy greater performance than others in the industry (Newbert, 2008). Resources in this case are the business assets, organizational processes, information, knowledge, leadership capabilities, and attributes that an organization controls and enable it to think through and implement approaches to increase efficiency along with effectiveness (Barney & Clark, 2007). Consequently, the resource-based model supports the third and the fourth objectives, the influence of leadership on performance. The resource based theory is relevant to this study since effective leaders as well as other human resources, physical resources, and technology are crucial for the performance of Mission hospitals in Kiambu County. Unique resources of every Mission hospital enable its decision making and thus competitive advantage. An organization’s performance and competitiveness results from mobilization of resources and capability buildings to design strategies that enable the firm to exploit the available opportunities while moderating environmental threats (Gioko & Njuguna, 2019).

2.2.5 Balance Scorecard (BSC) Model

The balanced scorecard (BSC) model, a performance measurement tool, was advanced by Kaplan and Norton (1996). The BSC combines non-financial indicators to the conservative financial consideration of a firm’s performance. The BSC’s proponents argue that other than measuring a company’s performance using financial indicators only, non-financial metrics enable the senior management to assess an organization’s long run survival (Zelman, Pink, & Matthias, 2003). The BSC model is important since it assists planners to identify what needs to be done and can be measured (Kaplan & Norton, 2005).

There are four key areas emphasized in the BSC that organizations can use to measure success in the short term and long term (Pan & Nguyen, 2015). These include customer satisfaction and
retention, financial aspects, internal process, besides organizational capability. The non-financial measures are crucial drivers for long term value for stakeholders and if an organization makes its customers dissatisfied it will be forced out of business (Sprakman, 2005). The balanced scorecard model was important to the investigation of strategic choice and performance of Mission hospitals in Kiambu County because the study measured performance by means of financial in addition to non-financial metrics, comprising financial stability, customer satisfaction, and service quality.

2.3 Empirical Review
The study reviewed a review studies associated with strategic choice and performance of Mission hospitals in Kiambu County in Kenya under this section. Strategic choices emphasized in this research included organizational structure, technology, leadership, and resource acquisition. This section also entails the conceptual framework, summary of reviewed works and research gaps.

2.3.1 Organizational Structure and Performance
A company’s structure describes the firm’s composition, offering the ground within which the corporation operates (Njiru, 2014). It represents the sum total of how a firm divides labor into different tasks and attains task coordination (Robbi & DeCerzo, 2005). Organizational structure describes the intended formal framework of the planned configuration of job positions as well as duties and lines of authority within the firm and according to McShane and Von Glinow (2005), organizational structure involves the elements of the division of labor and its coordination. An organizational structure should be capable of allocating authority as well as ensure that all the workers know to whom they should report to in addition to the duties they must accomplish, making the division of labor practicable. According to Ogollah (2012), the organizational structures and processes need to put together its surroundings for a firm to achieve the anticipated
outcome. Busienei (2013) asserts that organizations with good fit perform better compared to those without good fit.

Organizational structure focuses on structure centralized, structure formalized, and complexity (Jones, 2013). Structure centralization is the concentration of the power to make decisions at the top levels of the company. In the centralized corporate structure, senior managers make decisions. Centralization comprises of a pyramid of power besides participation. According to Jones (2013), the hierarchy of authority entails a concentration of the power to make decisions in performing duties and tasks and when the workers are given a chance to make decisions pertaining the tasks assigned to them they are less dependent on their supervisors. Decentralization allows the delegation of decision making authority to lower organizational levels.

Structure formalization is the quantity of written records of the firm and it specifies the level to which the tasks in the organization are well-defined by formal company guidelines and procedures (Njiru, 2014). According to Robbins (2004), formalization of the organizational structure refers to explicit job descriptions, plainly defined rules besides procedures, as well as lots of organizational rules. A formalized organization structure specifies to the members of the firm how, where, as well as who performs the various tasks. A high level of formalization eliminates role ambiguity, although it limits the decision making discretion of the members, impends open-mindedness, and innovation since the structure of the firm tends to be extremely bureaucratic.

Structure complexity is the degree of differentiation within the firm (Jones, 2013). The complexity of the organization structure results from horizontal and vertical differentiation, as well as spatial dispersion. Firms with many hierarchical levels, wide spans of control, along with several geographical locations are thought of to be highly complex (Mansoor, 2012). While the complex
structure is viewed as appropriate for competition among companies in highly differentiated environments, it is worth recognizing that higher levels of complexity hinder the coordination as well as control of the decision making activities.

Nwonu, Agbaeze, and Obi-Anike (2017) concentrated on organizational structure and firm’s performance of Enugu State Nigeria manufacturing firms by focusing on pharmaceutical manufacturing corporations. A descriptive design was used to study the relationship and targeted three companies; A.C Drugs Ltd., Juhel Pharmaceutical Company Ltd, and NEMEL pharmaceutical Ltd, targeting 468 and a sample of 297. Both primary and secondary data was used. Results supported that organizational structure is a significant contributor to business performance apart from the growth objective. The investigation established that organizations need to see structure as the main determining factor of performance, and firms whose performance is below the expectations need to redesign their structure to achieve the best results. However, the study was restricted to Nigeria and disregarded other strategic choices such as technology, leadership and resource acquisition, and thus a similar investigation is necessary in Kenya to ascertain whether a corporation’s structure affects performance of mission hospitals in Kiambu County.

Njiru (2014) examined whether organizational structure affects monetary performance of profitable state companies in Kenya by means of a survey research design where 34 only commercial state corporations were studied. Questionnaires helped collect data and SPSS was useful in data analysis together with inferential, correlational as well as multiple linear regressions were used. Findings revealed that financial performance and organizational structure are positively correlated with financial performance of profitmaking state businesses in Kenya. On the other hand, the research failed to consider organizational structure’s effects on performance of Mission
hospitals in Kiambu County and it focused only on the financial dimension ignoring the non-financial performance, pushing the present investigation to fill this gap.

Omondi, Rotich, Katuse, and Senaji (2017) concentrated on organization structure’s impact on commercial banks’ performance in Kenya with the mediating role of innovation by employing a social survey methodology of the forty-three commercial banks. A questionnaire was utilized in collecting data that was analyzed through quantitative methods of descriptive besides inferential statistics. Results exposed a lack of a relationship between the variables. Therefore, because the findings contradict with others such as Njiru (2014), this study will assess the connection between organizational structure and performance, precisely among Kenyan commercial banks.

2.3.2 Technology and Performance

Technology involves knowledge as well as capabilities, like those found in the machines and the members of the organization, methods and processes for converting contributions into productions, as well as the activities or processes associated with technology applications (Kimani, 2015). Adoption of technology brings about dramatic changes in the organization since technology is a vehicle that enables individuals to take part in the fast shifting world where technology has turned out to be central to people’s lives (Orina & Luketero, 2018). Businesses and individuals who do not adopt technology increasingly hinder their ability to participate fully in the benefits associated with technology.

According to Rouse and Daellebach (2009), an organization can improve its performance if it comprehends as well as ascertains its major resources that will enhance its competitiveness along with sustainability. Intangible technological resources result in greater performance and assist the organization in formulating and executing strategies likely to enhance its effectiveness and
efficiency (Barney & Hesterly, 2010). Organizations have advanced performance when they have the capability to maintain valuable, rare, imperfectly imitable, and non-substitutable (VRIN) resources for several years (Kenneth, Anderson & Eddy, 2010). Technology as an intangible resource for an organization produces superior performance because they are VRIN (Costa, Cool & Dierick, 2013).

For a long time, organizations have identified technology as critical for starting novel accomplishments by taking risk and proactivity which leads to higher performance for an organization (Baker & Sinkula, 2009), since they consider the acquirement of new technologies for the production of innovative products, and research and development (Altindag, Zehir & Acar, 2010). According to Basile (2012), organizations need to consider technology as it gives rise to opportunities as well as regeneration of novel business from the regions of process prevailing to address the customers’ varying requirements. Hakala (2011) supported that for a company to have improved performance than its competitors, it needs to employ complicated technologies which competitors cannot duplicate.

Jane (2016) considered technology and success of the cell phone corporations in Kenya. To obtain in-depth results, the study utilized descriptive and explanatory designs and the targeting 381 employees. Using stratified random sampling, a sample size of 170 participants was obtained. Data collection used a questionnaire and reliability analysis applied the Cronbach’s alpha coefficient of 0.7. The multiple linear regression aided in testing the link between the research variables. Using the statistical package for social sciences version 11.0, the findings supported that technology significantly accounts for the difference in performance of mobile phone firms and concluded that firms should invest further in modern technology to enhance performance. However, the study targeted the mobile phone companies and not mission hospitals.
Kimani (2015) explored the influence of information technology on Population Services’ performance in Kenya through a descriptive survey. Data was primary in nature and was gathered through a semi-structured questionnaire. The focus of the study was 438 workers of the Population Service Kenya and a census was conducted. The study results exhibited a positive connection between organization’s information Technology (IT) and the performance of Population Services Kenya. However, the study was limited to the Kenyan Population Service and there is a need to examine whether technology as a strategic choice influences the performance of Mission hospitals in Kiambu County.

2.3.3 Leadership and Performance

Leadership is the process of influencing as well as directing individuals towards the attainment of the company objectives (Northouse, 2007). Leadership as the impact as well as a legitimate authority that people attain on leadership to enable them to adequately change the firm through the assignment of workers, viewed as the most essential resource of the organization, culminating in achievement of the anticipated organizational targets and results (McColl-Kennedy & Anderson, 2002). Leaders set the culture and tone of the company and the leaders’ effectiveness is the main contributing factor of organizational success or failure. Good performance in firms anchors itself on several factors, key among them being leadership. In a company, leaders assist in creating order in firms, to promote smooth performance processes, thus helping to create a unity of purpose, singularity and teamwork concerning the goals that need to be realized as well as commitment to the necessary actions required to attain the objectives (Popa, 2012).

Management is significant to organizational performance as it connects the soul and body of an organization. Organizations are seeking to survive in the dynamic outside atmosphere by teaching besides emerging their management to provide them with the required skills to keep the company
ahead of the competitors (Torkal & Loise, 2010). The claim is based on the idea that leadership directly impacts on a firm’s performance. For a long time, leadership has assumed a strategic factor in the success of the firm (Peris & Namusonge, 2012). Minus leadership firms move too slowly, stagnate, as well as fail to reach their targets, and people degenerate in conflicts and arguments since they perceive things differently and lean towards diverse solutions (Mills, 2005). Effective leadership inspires commitment and enthusiasm thus resulting in enhanced performance (Ndungu, 2013).

Kuria, Namusonge, and Iravo (2016) tried to find out the association between management and service delivery in hospitals in Kenya using a descriptive survey design. Interview guides as well as a questionnaire assisted in gathering data, which was analyzed using qualitative as well as quantitative procedure. The study exposed that leadership influences service delivery. However, the study was not conducted in Mission Hospitals in Kiambu County and ignored the role played by other strategic choices. Therefore, this research investigated how leadership, among other strategic choices including organizational structure, technology and resource acquisition influence the performance of Mission hospitals in Kiambu County.

Githinji and Administration (2015) focused on strategic choice and performance of Kenyan audit companies by employing a descriptive survey of 156 employees of four audit firms, and the sample size was 78 respondents that were picked using stratified random sampling. Data was examined through the SPSS and content analysis. Study findings indicated that leadership, perceived quality, and brand loyalty influence performance of auditing firms in Kenya. The investigation was however conducted in audit firms and therefore the results cannot be generalized. Besides, the operationalization of strategic choice did not include technology, organizational structure, and resource acquisition.
Nthini (2013) analyzed the effect of strategic leadership on commercial besides financial state companies’ performance in Kenya by applying a descriptive survey. Primary data was used and was obtained via a semi-structured questionnaire. Correlation findings confirmed a positive correlation between strategic leadership practices and performance of firms. Hence, since the study focused on commercial and financial state corporations, the findings cannot be generalized and thus the need to establish the effect of leadership as a planned choice on Mission hospitals’ performance in Kiambu County. Moreover, the study disregarded the contribution of other strategic choices including organizational structure, technology, and resource acquisition on performance of organizations.

2.3.4 Resources Acquisition and Performance

Organizational resources entails assets that a corporation utilizes to realize its aims (Bryson, John, Fran, & Colin, 2007). Resources take a critical role in an organization’s survival, growth, management of the stakeholders, and performance of the firm. Human resources are accountable for a company’s general performance (Rose & Kumar, 2007). For a business to achieve better performance it should invest in its human resources through education and training and development (Lazear, 2009). According to Wang and Mahoney (2009), organizations need to work towards adding to the employees’ skills to them cope with the dynamic environment’s changing needs. Personnel’s skills, knowledge, besides experience promotes greater performance if they are successfully applied to enhance value and support learning besides better decision making than their opponents (Macey, Molly, & Murris, 2014). Organizations’ equipment must be adequate as well as appropriate specific jobs and fitted for individual employees. Workers must be provided with clear instructions on how they should use the equipment. More so, there is a need for
organizations to have sufficient resource allocation for the maintenance of the appliances as well as equipment to ensure continued service and hence performance.

Gakenia (2015) focused on organizational resources and mobile phone firms’ performance in Kenya. Both descriptive survey and exploratory design were used and respondents were picked by means of stratified random sampling. A questionnaire was administered to collect data. The study findings supported that organizational resources positively and significantly influence organization’s performance. The study therefore concluded that organizations should train their workers to improve on the skills to enhance performance. However, the study was conducted in mobile phone companies and focused only on resources of the firm, necessitating the present study to target Mission Hospitals in Kiambu County.

Gitahi and K’Obonyo (2018) explored the organizational resources and businesses performance in NSE. The research adopted a positivist paradigm based on the descriptive research and adopted a census of 62 companies that were active and listed under the Nairobi Stock Exchange and the respondents were managers tasked with business strategy and finance. Data collection used a structured questionnaire and data analysis used linear regression and results indicated that organizational resources significantly affect firm performance. However, this study concentrated on corporations registered in the Nairobi Stock Exchange thus results cannot be generalized. More so, the study failed to determine the contribution of organizational structure, technology, and leadership.

2.4 Summary of Literature Review and Research Gaps

Section 2.3 reviewed pertinent studies and present results on the selected strategic choices on performance of organizations, and in some instances there are mixed results. The reviewed studies
acknowledge the importance of various strategic choices such as organizational structure, technology, leadership, and resource acquisition on performance. However, little has been done on strategic choice and performance of Mission Hospitals in Kiambu County and this study seeks to fill the gap.
Table 2.1: Summary of Literature Review and Research Gaps

<table>
<thead>
<tr>
<th>Author</th>
<th>Study</th>
<th>Findings</th>
<th>Methodology</th>
<th>Identified Gaps</th>
<th>Focus of the Proposed Study</th>
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<tbody>
<tr>
<td>Orina and Luketero (2018)</td>
<td>The effect of implementation of ICT on performance of Kenya Power and Lighting Company, Embu Office.</td>
<td>Technology adoption by the Kenya Power Company Embu Branch significantly influences performance.</td>
<td>Cross-sectional descriptive survey design. Used structured questionnaires and interviews. Data analyzed through SPSS.</td>
<td>The study specifically considered the Kenya Power and Lighting Company in Embu thus limiting generalizability of results. Besides, the study only focused on ICT implementation.</td>
<td>Strategic choice and performance of mission hospitals in Kiambu County and technology was one of the variables.</td>
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<tr>
<td>Gitahi and K’Obonyo (2018)</td>
<td>The relationship between organizational resources and performance of companies listed on the Nairobi Securities Exchange.</td>
<td>Organizational resources significantly affect firm performance.</td>
<td>Positivist paradigm based on the descriptive research design. Census in nature. Used a questionnaire.</td>
<td>Study surveyed firms listed in the Nairobi Stock Exchange and not Mission Hospitals in Kiambu County, and ignored the contribution of organizational structure, technology, and leadership.</td>
<td>Strategic choice and performance of mission hospitals in Kiambu County and resource acquisition was one of the variables.</td>
</tr>
<tr>
<td>Nwonu, Agbaeze, and Obi-Anike (2017)</td>
<td>Effect of organizational structure on performance of selected manufacturing</td>
<td>A company’s structure significantly impacts performance of firms except in the</td>
<td>Descriptive design. Used both primary and secondary data.</td>
<td>Study was conducted in Nigeria and not in Kenya and also ignored other strategic choices.</td>
<td>Strategic choice and performance of mission hospitals in Kiambu County.</td>
</tr>
<tr>
<td>Authors</td>
<td>Title</td>
<td>Methodology</td>
<td>Findings</td>
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<tr>
<td>Omondi, Rotich, Katuse, and Senaji (2017)</td>
<td>Relationship between organization structure and performance of commercial banks in Kenya and the mediating role of innovation.</td>
<td>There was no significant effect of the on performance of commercial banks in Kenya. The investigation involved a social survey methodology. Data was collected using a questionnaire used. Data analyzed through quantitative methods of descriptive and inferential statistics.</td>
<td>Findings contradict with others who report a positive significant impact of a firm’s structure on performance. Also, it was carried out in the banking industry and not Mission hospitals in Kiambu County. It also disregarded the impact of technology, leadership, and resource acquisition on performance.</td>
<td>Strategic choice and performance of mission hospitals in Kiambu County.</td>
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<tr>
<td>Jane (2016)</td>
<td>Effect of technology on performance of Kenyan mobile</td>
<td>Technology is significant in explaining the difference in performance of</td>
<td>Study targeted the mobile phone companies and findings cannot be applied to mission.</td>
<td>Strategic choice and performance of mission hospitals in Kiambu County and the influence of</td>
<td></td>
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<tr>
<td>Kuria, Namusonge, and Iravo (2016)</td>
<td>Effect of leadership on organizational performance in the Health Sector in Kenya.</td>
<td>Leadership influences employee performance in the health sector in Kenya.</td>
<td>Descriptive survey design. Stratified sampling. Data collection used questionnaire and interview guides. Data analyzed qualitatively as well as quantitatively. Multiple linear regression model and SPSS version 24 used.</td>
<td>The study was general to the health sector in Kenya, and thus a need to have a case study of Mission Hospitals in Kiambu County to get detailed information. Besides, the study only focused on one aspect of strategic choice.</td>
<td>Strategic choice and performance of mission hospitals in Kiambu County and strategic choice was operationalized in terms of organizational structure, technology, leadership, and resource acquisition.</td>
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<tr>
<td>Gakenia (2015)</td>
<td>Organizational resources and performance of mobile phone Technology levels explain differences in performance.</td>
<td>Applied descriptive and exploratory designs.</td>
<td>The population of the study was mobile firms limiting</td>
<td>Strategic choice and performance of Mission hospitals in Kiambu County, and strategic choice was operationalized in terms of organizational structure, technology, leadership, and resource acquisition.</td>
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<tr>
<td>Author</td>
<td>Research Question</td>
<td>Methodology</td>
<td>Results</td>
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<tr>
<td>Kimani (2015)</td>
<td>Impact of information technology on organizational performance, a case of Population Services Kenya.</td>
<td>Descriptive survey. Primary data used and collected using semi-structured questionnaire. Target population was 438 employees of the Population Service Kenya. Used a census.</td>
<td>There exists a positive association between the level of information Technology and Population Services’ performance in Kenya.</td>
<td>Mission hospitals in Kiambu County and the influence of technology was established.</td>
<td></td>
</tr>
<tr>
<td>Githinji and Administrati on (2015)</td>
<td>Influence of strategic choice on performance of Kenyan audit firms.</td>
<td>Descriptive survey design. Employed stratified random sampling. Data analyzed through SPSS and content analysis.</td>
<td>The study was conducted in audit firms and not mission hospitals in Kiambu County and again the study variables did not focus on organizational</td>
<td>Mission hospitals in Kiambu County and the influence of technology was established.</td>
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<tr>
<td>Njiru (2014)</td>
<td>Effect of organizational structure on the financial performance of commercial state corporations in Kenya.</td>
<td>Findings revealed a positive link between organizational structure and financial performance.</td>
<td>Used a survey. Data collected via questionnaire. Data analyzed through SPSS.</td>
<td>The study did not explore how organizational structure affects performance of Mission hospitals in Kiambu County and other strategic choices were ignored.</td>
<td>Influence of strategic choices (organizational structure, technology, leadership, and resource acquisition) on performance of mission hospitals in Kiambu County.</td>
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<tr>
<td>Nthini (2013)</td>
<td>Effect of strategic leadership on performance of commercial and financial state corporations in Kenya.</td>
<td>A positive correlation between strategic leadership practices and organizational performance.</td>
<td>Descriptive survey. Study targeted 48 Kenyan commercial and financial state corporations. Primary data obtained using a semi-structured survey.</td>
<td>The study focused on profitable and fiscal public organizations in Kenya.</td>
<td>Strategic choice and performance of mission hospitals in Kiambu County and leadership was one of the variables.</td>
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</table>

Source: Literature Reviewed by Researcher (2020)
2.5 Conceptual Framework

Independent Variables

**Organizational Structure**
- Decision making process
- Hierarchical levels
- Flow of communication

**Technology**
- Billing technology
- Electronic payment
- Ease of use of technology

**Leadership**
- Determining firm’s vision
- Organizational controls
- Motivation
- Ethical practices

**Organizational Resources**
- Core competencies
- Adequacy of funds
- Employee empowerment
- Availability of physical resources

**Performance of Mission Hospitals in Kiambu County**
- Financial stability
- Service quality
- Customer satisfaction

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**Figure 2.1: Conceptual Framework**

Source: Researcher (2020)
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter contains the research design, target population, instrument for data collection and procedure, pilot study, validity and reliability of the instrument, data analysis and presentation, and ethical concerns.

3.2 Research Design

This study utilized a descriptive survey design. According to Kothari (2004) a research design explains the conceptual structure and outline for data collection, quantification, and analysis. A survey is one of the methods of a descriptive research design (Williams, 2007). In a descriptive survey, respondents provide answers through questionnaires or polls, or surveys (Mathers, Fox, & Hunn, 1998). A descriptive survey was appropriate in this research as it helps in capturing the categorical description of the study population’s attitudes (Kuria, 2016). A descriptive research design is appropriate where questions such as how, why and what are being investigated about a certain phenomenon to give facts of the state of affairs as it is, without any interference by the researcher (Orodho, 2005). This study applied a descriptive survey, useful in gathering data, summarizing and analyzing the data, presenting and interpreting the results for clarification purposes (Chimwani, Iravo, & Tirimba, 2014).

3.3 Target Population

This study’s target population comprised the big four mission hospitals in Kiambu County and focused on the managers belonging to various management levels including 20 senior managers, 25 middle-level managers, and 35 operational managers, giving a total of 80 managers. Target
population refers to entire group to whom the findings from the research would be generalized; it is a group of focus from which the respondents or objects for measurements are drawn (Cooper & Schindler, 2014). Kiambu County has eleven (11) mission hospitals (see appendix 3) and this was the population of study. However, because some of these hospitals are small, this study targeted the big four mission hospitals in Kiambu County as follows: AIC Kijabe Mission Hospital; AIC CURE International Hospital; PCEA Kikuyu Hospital; and Nazareth Hospital. Since the number of the management employees (80 in number) comprising the top, middle and operational managers is small, the study will adopt a census.

**Table 3.1: Distribution of Target Population**

<table>
<thead>
<tr>
<th>Category</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top level management</td>
<td>20</td>
</tr>
<tr>
<td>Middle managers</td>
<td>25</td>
</tr>
<tr>
<td>Operational managers</td>
<td>35</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>80</strong></td>
</tr>
</tbody>
</table>

Source: Kiambu County Health Office (2020)

**3.4 Data Collection Instrument and Procedure**

**3.4.1 Data Collection Instrument**

A structured questionnaire was administered to mission hospitals’ top, middle, and operational level managers. It was appropriate to utilize a questionnaire which allows the assignment of numeric values as well as statistical data analysis (Mugenda & Mugenda, 2003). Moreover, Fraenkel and Wallen (2000), questionnaires can be administered to several individuals at the same
time and have fairly high response rate, close to 100 percent. The questionnaire comprised several sections as per the study objectives.

3.4.2 Data Collection Procedure

Approval to carry on with data collection was issued by Kenyatta University and it was accompanied by a research permit from the National Commission for Science Technology and Innovation (NACOSTI). Prior arrangement on when to collect data was arranged with the management of the hospitals. More so, the participants were issued with questionnaires to fill and they were collected back after two weeks to reduce the possibility of low return rates.

3.5 Pilot Study

A pilot study conducted and was useful in specifying whether the study would achieve its objectives. A pilot study or pre-testing the study involves gathering data from a small subsample to ascertain whether the plan for data collection for the study is appropriate. A pilot study helps to minimize potential errors that might come up during the main study (Sreejesh, Mohapatra, & Anusree, 2014). The pilot study was carried out using 10% of the target population and the results were used to adjust the questionnaire accordingly.
3.6 Validity and Reliability of Research Instrument

3.6.1 Validity of Research Instrument

A research instrument’s validity describes its ability to measure the intended results accurately (Csikszentmihalyi & Larson, 2014). This study used face validity, content validity and construct validity. The questionnaire attained face and content validity by double checking the questionnaire as well as consulting the experts in the thematic area and giving the questionnaire to the supervisors whose comments were be incorporated before undertaking final data collection. On the other hand, construct validity was realized by operationalizing the study variables in a way to achieve the theoretical assumptions as Rosenthal and Rosnow (2006) recommend.

3.6.2 Reliability of the Research Instrument

The questionnaire’s reliability was assessed using the Cronbach alpha and a value of 0.7 was used. Reliability measurement involves analyzing the consistency of the study results relative to the application as well as suitability of the methods used and truthfulness of the final findings (Noble & Smith, 2015). The degree of error influences the reliability of research and as the random error increases, reliability of the results decreases (Mugenda, 2013). Cronbach’s Alpha measures internal consistency of an instrument and it is stated as a number that ranges between 0 and 1. The test defines the internal consistency besides score’s reliability and the greater the study item scores are in agreement with the overall scores, the more reliable the test (Tavakol & Dennick, 2011).

3.7 Data Analysis and Presentation

Data gathered in this study was analyzed by means of descriptive statistics, inferential statistics and content analysis. The study’s quantitative data was analyzed by descriptive and inferential analysis. Descriptive statistics gave simple summaries regarding data collected and measures that
was undertaken. Descriptive statistics further offered important data features concerning the research variables in addition to the push for additional data analysis (Mugenda, 2013). Frequencies, standard deviations, mean, and percentages were applied in descriptive analysis. Regression analysis helped establish the relationship between the strategic choice and performance. Content analysis was useful in analyzing qualitative data. The results of this study was presented using tables, charts, and graphs.

3.7.1 Regression Model for Testing the Relationship between Variables

A multiple linear regression model helped test the relationship between strategic choice and performance of Kiambu County’s Mission Hospitals. The overall regression model was as presented below:

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \]

Whereby

\[ Y = \text{Performance of Mission hospitals in Kiambu County} \]

\[ X_1 = \text{Organizational structure} \]

\[ X_2 = \text{Technology} \]

\[ X_3 = \text{Leadership} \]

\[ X_4 = \text{Resource acquisition} \]

\[ \beta_0 = \text{The constant, the value of dependent valuable where all the independent variables are zero.} \]

\[ \beta_1, \beta_2, \beta_3, \text{ and } \beta_4 = \text{the regression equation coefficients for each of the variables} \]
$\varepsilon=$ the error term

### 3.8 Ethical Consideration

Throughout the study, the researcher maintained ethical ideals by observing confidentiality, informed consent, and objectivity. The researcher guaranteed that the information sourced from the respondents was handled with maximum confidentiality as possible. The researcher also observed the issue of informed consent in that the respondents were allowed to enter research voluntarily with full information concerning what it means to take part, and that they gave consent before participating (Mandal & Parija, 2014). Objectivity in research stems from positivism and explains that as far as is possible, the researcher needs to remain distanced from what is being studied in order for the findings to rely on the nature of what is under investigation rather than on the researcher’s beliefs, personality, and values (Cunningham, 2017).
4.1 Introduction

This chapter contains the analysis, presentation, in addition to discussion of the findings. The study’s general objective focused on establishing the influence of strategic choice on performance of mission hospitals in Kiambu County in Kenya. Analysis of data considered descriptive statistics, inferential statistics and content analysis and presentation of results used tables, graphs and charts.

4.2 Reliability Analysis

The study determined the Cronbach’s alpha test for every research objective in order to establish the research items’ internal consistency. A co-efficient of more than 0.7 signifies the adequate reliability of the instruments. On the other hand, a Co-efficient value below 0.7 infers inconsistency of the items in the instrument.

**Table 4.1: Cronbach's Alpha**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach's Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational structure</td>
<td>0.820</td>
</tr>
<tr>
<td>Technology</td>
<td>0.889</td>
</tr>
<tr>
<td>Leadership</td>
<td>0.808</td>
</tr>
<tr>
<td>Resource acquisition</td>
<td>0.788</td>
</tr>
<tr>
<td>Performance of mission hospitals</td>
<td>0.820</td>
</tr>
</tbody>
</table>

**Source: Pilot data, 2020**

The cronbach's Alpha from data analysis fell between .730 and .858, meaning it is within the acceptable value. hence the questionnaire data was reliable.
4.3 Response Rate
The questionnaires which were distributed were 80 of which 72 were appropriately completed and handed back, signifying a 90% response rate, which was satisfactory since Kothari (2007) points out that a response rate beyond 70% is realistic for analysis. This showed an essential profile dispersal for this research as the participants were the correct persons with sufficient information pertinent to this research hence best placed to provide the suitable responses. The study earned a high response rate because of the data collection procedures where the investigator first notified the sampled responses prior to collecting the data, used questionnaires that were distributed by the researcher and also through the follow up calls that were made to ensure the respondents didn’t forget to fill the questionnaires.

4.4 Profile of the Respondents
The respondents’ demographic characteristics are detailed in this section. Specifically, the researcher focused on respondent’s gender, how long have respondents worked with the Mission Hospital sector, respondent’s highest level of academic qualification, and how strategic choices such as organizational structure, technology, leadership, and organizational resources have influenced the performance of Mission Hospitals in Kiambu County.

4.4.1 Gender Distribution

![Figure 4. 1: Gender of the respondents](image)

Source: Survey data, 2020
The findings indicate a fair balance of the respondents’ gender. As shown in figure 4.1 above, females were the majority, at 56.1% while the male respondents represented 43.9%. Since majority of this study responses depended on the participants’ perceptual measures, the gender scattering was likely to put up with thoughts as well as views from the two genders. Nonetheless, the sense of balance in gender in Mission Hospitals in Kiambu County Mission Hospitals in Kiambu County might besides be a sign of effective struggles of diverse gender mainstreaming movements.

4.4.2 Working Experience of Respondents

![Respondents work experience](image)

**Figure 4.2: Respondents work experience**

**Source: Survey data, 2020**

The aim of this question was to explore for how many years every respondent had worked with the Mission Hospital sector. Findings in figure 4.2 demonstrate that majority (26.8%) of the respondents have a working experience ranging between 4 to 8 years, 8 to 12 years, and more than 12 while the least 19.5% had a working experience of 1 to 3 years. Thus, the respondents had
sufficient working experience with the Mission Hospitals sector and hence possessed essential knowledge as well as information which was useful for this inquiry.

### 4.4.3 Level of Education of Respondents

![Bar chart showing education levels of respondents](image)

**Figure 4.3: Respondents level of education**

**Source: Survey data, 2020**

Majority (41.5%) of the respondents showed that they hold at least a Bachelors level of education while a considerable number (26.8%) of the study participants hold a diploma level of education, (22%) possess masters level of education, (9.8%) hold a higher diploma while there were no PhDs holders (0%) as well as certificates as shown on (figure 4.3).
4.4.4 Respondents’ strategic choices

![Bar chart showing strategic choices]

**Figure 4.4**: Respondents’ strategic choices

**Source: Survey data, 2020**

The research further sought to determine whether strategic choices such as organizational structure, technology, leadership, and organizational resources have influenced the performance of Mission Hospitals in Kiambu County. Results are analyzed in figure 4.4.
4.5 Descriptive Analysis
4.5.1 Organizational Structure

Table 4. 2: Level of agreement with statements regarding the influence of organizational structure.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>There have been instances when the decision making processes have been</td>
<td>4.02</td>
<td>1.01</td>
</tr>
<tr>
<td>affected by the prevailing organizational structure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decision making involves few levels of hierarchy</td>
<td>3.63</td>
<td>1.15</td>
</tr>
<tr>
<td>The decisions at the departments or divisions are approved by the division/department head</td>
<td>4.00</td>
<td>1.04</td>
</tr>
<tr>
<td>For every organizational mandate there is an established department to deal</td>
<td>3.97</td>
<td>1.08</td>
</tr>
<tr>
<td>with it</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The head of the organization should approve all the activities that need</td>
<td>3.02</td>
<td>1.23</td>
</tr>
<tr>
<td>to be undertaken</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees are given a chance to give their input on what policies and</td>
<td>3.17</td>
<td>1.22</td>
</tr>
<tr>
<td>procedures the firm should adopt</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey data, (2020)

The findings reveal that the respondents agreed that there have been instances when the decision making processes have been affected by the prevailing organizational structure; that decision making involves few levels of hierarchy; that the decisions at the departments or divisions are approved by the division/department head; that for each organizational directive there is an established unit to deal with it; that the head of the organization should approve all the activities that need to be undertaken; that employees are given a chance to give their input on what policies and procedures the firm should adopt as indicated by a mean of 4.02, 3.63, 4.00, 3.97, 3.02, and
3.17 respectively. This is in relation to McShane and Von Glinow (2005), who found out that organizational structure involves the elements of the division of labor and its coordination. He also found out that organizational structure should be capable of allocating authority as well as ensure that all the workers know to whom they should report to along with the tasks they are required to accomplish, making the division of labor practicable.

4.5.2 Technology

Table 4.3: Level of agreement with statements regarding the influence of technology.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Stdev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization uses most recent technology in billing</td>
<td>3.78</td>
<td>.88</td>
</tr>
<tr>
<td>Entering data into a computerized systems is much less time-consuming</td>
<td>3.85</td>
<td>1.0</td>
</tr>
<tr>
<td>than paper-based methods</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Use of electronic payment has enhanced performance</td>
<td>4.14</td>
<td>.79</td>
</tr>
<tr>
<td>The information technology in this healthy facility is user responsive</td>
<td>3.65</td>
<td>.85</td>
</tr>
<tr>
<td>Employees are contented with the excellence of ICT of this healthy facility</td>
<td>3.36</td>
<td>.76</td>
</tr>
</tbody>
</table>

Source: Survey data, (2020)

The study’s intention was to assess the level of agreement with statements regarding technology’s effect on performance of mission hospitals in Kiambu County in Kenya. Findings demonstrate that the respondents were in agreement with the statements that the organization uses most recent technology in billing; that entering data into computerized systems is much less time-consuming than paper-based methods; that use of electronic payment has better performance; that the ICT system is responsive; that employees were contented with the excellence of technology of this healthy facility as indicated by a mean of 3.78, 3.85, 4.14, 3.65, and 3.36 in that order. This is in line with literature review by Orina and Luketero (2018) who found that adoption of technology brings about dramatic changes in the organization since technology is a vehicle that enables
individuals to take part in the fast shifting world where technology has turn out to be central to people’s lives.

4.5.3 Leadership

Table 4.4: Level of agreement with statements regarding the influence of leadership

<table>
<thead>
<tr>
<th>The way a leader performs his/her roles influences performance of the organization</th>
<th>Mean</th>
<th>Stdev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaders in this firm exercise balanced organizational controls</td>
<td>3.48</td>
<td>.86</td>
</tr>
<tr>
<td>Leaders delegate almost all authority and control to subordinates</td>
<td>2.73</td>
<td>1.14</td>
</tr>
<tr>
<td>Leaders value ethical practices in this hospital</td>
<td>3.87</td>
<td>.81</td>
</tr>
<tr>
<td>Leaders in this organization are capable of motivating the followers to implement the vision.</td>
<td>3.60</td>
<td>.86</td>
</tr>
<tr>
<td>Organizational leaders raise each other to higher levels of work motivation and molarity thus improved performance</td>
<td>3.58</td>
<td>.97</td>
</tr>
</tbody>
</table>

Source: Survey data, (2020)

It was indicated by the results the participants agreed that the way a leader performs his/her roles influences performance of the organization; that leaders in this firm exercise balanced organizational controls; that leaders delegate almost all authority and control to subordinates; that Leaders value ethical practices in this hospital; that leaders in this organization are capable of motivating the followers to implement the vision; and that organizational leaders raise each other to higher levels of work motivation and molarity thus improved performance as specified by a mean of 4.70, 3.48, 2.73, 3.87, 3.60 and 3.58 correspondingly. These results agree with Torkal and
Loise (2010) who found out that leadership is an essential aspect in organizational performance because it links the organization’s soul and body.

### 4.5.4 Resource Acquisition

Table 4.5: Level of agreement with statements regarding the effect of resource acquisition

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Stddev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The workers have the suitable education to fulfill their jobs.</td>
<td>3.90</td>
<td>.70</td>
</tr>
<tr>
<td>Employees in this organization exploit and maintain core competencies</td>
<td>3.90</td>
<td>.66</td>
</tr>
<tr>
<td>No one knows the organization’s job better than its employees</td>
<td>4.07</td>
<td>.75</td>
</tr>
<tr>
<td>The employees to identify the gaps for future success</td>
<td>3.65</td>
<td>.96</td>
</tr>
<tr>
<td>The organization allocates adequate finances to train their staff.</td>
<td>3.24</td>
<td>1.01</td>
</tr>
<tr>
<td>The firm has available machines to address the requirements of the clients</td>
<td>3.70</td>
<td>.87</td>
</tr>
<tr>
<td>The Healthy upholds the equipment for continued service to the patients.</td>
<td>3.85</td>
<td>.76</td>
</tr>
</tbody>
</table>

Source: Survey data, (2020)

It is indicated in the findings that respondents agreed that the workers have the suitable training to accomplish their jobs; that employees in this organization exploit and maintain core competencies; that there is no person who knows the company’s job better than its workers; that the employees to detect the gaps for impending success; that the organization allocates adequate finances to train their staff; that the firm has available machines to meet the needs of the patients; and that the hospital maintains the equipment for continued service to the patients as indicated by a mean of 3.90, 3.90, 4.07, 3.87, 3.65, and 3.24 respectively. These findings agree with Njagi (2018) about strategic resources and public health organizations’ performance in Embu County, Kenya,
reporting that workforce, funds, and technology, positively influence the public health facilities’ performance in Embu County.

### 4.6 Performance of mission hospitals in Kiambu County in Kenya

**Table 4. 6: Level of agreement with statements regarding the performance of mission hospitals in Kiambu County**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Stdev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial stability</td>
<td>3.87</td>
<td>.67</td>
</tr>
<tr>
<td>Service quality</td>
<td>4.09</td>
<td>.73</td>
</tr>
<tr>
<td>Customer satisfaction</td>
<td>3.92</td>
<td>.78</td>
</tr>
</tbody>
</table>

Source: Survey data, (2020)

The study required the respondents to rate statements about performance by means of a Likert scale. The mean and standard deviations are calculated as below. The results revealed that financial stability; service quality; customer satisfaction has led to performance of mission hospitals in Kiambu County in Kenya as pointed out by a mean of 3.87, 4.09 and 3.92. These findings agree with finding by Charles (2014) who found out that there are various measures to consider when assessing performance, for instance, employing customer satisfaction, efficiency, productivity, effectiveness, profitability, besides quality dimensions.

### 4.7 Regression Analysis

The study performed the multiple regression analysis to study the effect among the predictor variables achieved through the utilization of the SPSS through coding, keying and calculating the multiple regressions’ measurements. The model’s summary was as shown in table 4.7.
Table 4.7: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.968a</td>
<td>.937</td>
<td>.933</td>
<td>.57020</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), organizational structure, technology, leadership, and resource acquisition

The average adjusted coefficient of determination ($R^2$) of the model was 0.933. The score implied that 93.3 percent of the dependent variable’s (performance of mission hospitals in Kiambu County in Kenya) variation was attributed to independent variables: organizational structure, technology, leadership, and resource acquisition. The remaining 6.7 percent of the variations can be accounted for by other variables other than those discussed in this study. This also implied a strong positive association between independent and the dependent variables.

The study tested the model’s significance using the ANOVA technique and the results were as tabulated in Table 4.8 below.

Table 4.8: ANOVA Results

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>323.536</td>
<td>4</td>
<td>80.884</td>
<td>248.780</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>21.783</td>
<td>67</td>
<td>.325</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>345.319</td>
<td>71</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: performance of mission hospitals in Kiambu County in Kenya
b. Predictors: (Constant), Organizational structure, technology, leadership, and resource acquisition

The ANOVA statistics showed a valid regression model at ($F = 248.780, P < 0.05$) with 4 degrees of freedom and its p-value was 0.000, which inferred that the general model was statistically
significant. The F statistics being 0.000 which was less than 0.05. The values imply that the independent variables are good predictors of the performance of mission hospitals in Kiambu County. In addition, the research adopted the coefficient table to evaluate the model of the study among the independent and dependent variables. The results are as tabulated in Table 4.8.

**Table 4.9: Coefficients**

<table>
<thead>
<tr>
<th>Coefficientsa</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
<th>B</th>
<th>Std. Error</th>
<th>Beta</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>.848</td>
<td>.203</td>
<td>4.188</td>
<td>.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational structure</td>
<td>.049</td>
<td>.022</td>
<td>.172</td>
<td>2.233</td>
<td>.005</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technology</td>
<td>.060</td>
<td>.034</td>
<td>.155</td>
<td>1.761</td>
<td>.009</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership</td>
<td>.046</td>
<td>.016</td>
<td>.184</td>
<td>2.807</td>
<td>.007</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resource acquisition</td>
<td>.168</td>
<td>.030</td>
<td>.516</td>
<td>5.633</td>
<td>.000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Performance of mission hospitals in Kiambu County in Kenya

Source: Survey data, (2020)

Table 4.9 explains that each of the independent variables was significantly related to the dependent variable as all the four independent variables met the rule of thumb where the p-value is less than 0.05.

From Table 4.9, the regression coefficient for organizational structure was positive implying that organizational structure improved the performance of mission hospitals in Kiambu County in Kenya. The coefficient had a p-value of 0.005 which was less than 0.05 and the conclusion is that organizational structure significantly affects the performance of mission hospitals in Kiambu County in Kenya. These results supported Ogollah (2012), who found that the organizational structures and processes need to align with its environment for an organization to achieve the desired performance. The regression coefficient for technology was positive, signifying that the
more technology utilization, the higher the performance. The coefficient had a p-value of 0.009 which is less than 0.05, leading to the conclusion that technology usage plays a vital role.

Regarding leadership, the regression coefficient was positive. Hence, leadership improved the mission hospitals’ performance in Kiambu County. The coefficient had a p-value of 0.007 which is lower than 0.05. Leadership therefore significantly accounted for the performance of mission hospitals in Kiambu County in Kenya. These results concur with Namusonge and Iravo (2016) discovery that leadership influences the workers, performance in the Kenya health sector.

The regression coefficient for resource acquisition was positive implying that performance of mission hospitals in Kiambu County in Kenya improved positively if resource acquisition was practiced effectively. The coefficient had a p-value of 0.000, giving a conclusion that acquisition of resources significantly impacts the performance of mission hospitals in Kiambu County in Kenya. These outcomes concur with Bryson, John, Fran, & Colin, (2007) who found that resources play a crucial role in a business’s survival, growth, stakeholder management, and performance of organizations.

The overall model pointed out that organizational structure, technology, leadership and resource acquisition were highly significant at p=0.005, p=0.009, p=0.007 and p=0.000 correspondingly. The general test result is shown by the following equation: $Y = 0.005X_1 + 0.009X_2 + 0.007X_3 + 0.000X_4$.

Where;

$Y$ was performance of mission hospitals in Kiambu County in Kenya, $X_1$ was organizational structure, $X_2$ technology, $X_3$ was leadership and $X_4$ was resource acquisition.
The use of resource acquisition has the most influence with the coefficients of correlation (beta) of 0.168. Afterward, it was followed by the use of technology with beta of 0.060, suitable organizational structure with beta of 0.049 and finally effective leadership with beta of 0.046. In other words, the value of coefficients of correlation demonstrates that the performance of mission hospitals in Kiambu County can be improved by maximizing the resource acquisition.
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The summary of the study results was covered in this chapter. Besides, the chapter highlighted the research conclusion, recommendations as well as suggestions for future research in this topic.

5.2 Summary

Results showed that mission hospitals in Kiambu County employed various strategies choices to ensure financial stability, service quality, besides customer satisfaction. It was identified that the strategic choices adopted by the mission hospitals included the organizational structure, technology, leadership and resource acquisition. The researcher also found that the most significant variable was resource acquisition followed by technology application; organizational structure and leadership respectively.

The study exposed that organizational structure significantly influences the performance for instances when the decision making processes have been affected by the prevailing organizational structure; decision making involves few levels of hierarchy; that the decisions at the departments or divisions are approved by the division/department head. Essentially, for every organizational mandate there exists a proven department to handle it; that the head of the organization should approve all the activities that need to be undertaken; that employees are given a chance to give their input on what policies and procedures the firm should adopt.

Technology had a significance effect on mission hospitals’ performance in Kiambu County in Kenya. This was indicated where the study revealed approaches of serving the clients ensure adjustment simply due to innovations variations; that the organization uses most recent technology
in billing; that entering data into a computerized systems is much less time-consuming than paper-based methods; that use of electronic payment has enhanced performance of mission hospitals in Kiambu County; that the information technology system is user friendly; that staffs are contented with the quality of information technology systems of this hospital.

The results showed that leadership change while keeping all other factors constant would influence the performance. Where the a leader performs his/her roles influences performance of the organization; that leaders in this mission hospitals exercise balanced organizational controls; that leaders delegate almost all authority and control to subordinates; that leaders value ethical practices in this hospital; that leaders in this mission hospitals are capable of motivating the followers to implement the vision; and that organizational leaders raise each other to higher levels of work motivation and molarity thus improved performance.

The study found that the workers have the appropriate training to satisfy their professions; that employees in this organization exploit and maintain core competencies; that not at all are familiar with the organization’s profession well than its staffs; that the employees to recognize the gaps for upcoming achievement; that the organization allocates adequate finances to train their staff; that the firm has available machines to achieve the needs of the clients; and that the hospital maintains the equipment for continued service to the patients.

5.3 Conclusion

Given the findings, the study concludes that organizational structure is a vital for the development of a complete provision of service transfer in the hospitals and so as to maintain the hospitals in course, there should be an actual organizational structure approach preparation that will let all the strategies, goals, and plans to be understood into actions that will lead to effective health care.
On technology the study concludes that most of Mission hospitals had introduced new technologies and adoption was growing fast in the mission hospitals in Kiambu County. In most mission hospitals there was a technology transfer and the adoption of technology had reduced the costs of operation and increased on returns. For improved service provision execution and embracing of technology approach is a requirement, it offers effective admission and distribution of data. The absence of sufficient, planned, dependable and suitable data leads to the misconduct of the health of patients, assets and period in adding the non-existence of suitable scheme to accomplish and distribute information hinders effectiveness of the healthy sector.

The study further concludes that the mission hospital had several leadership development strategies that contributed to improvement in their service delivery. The investigation additionally noted that leadership of the mission hospital were committed to service delivery, thus the top priority on leadership development strategies. Leadership takes an essential role in implementation of plans and if not effectively performed it poses challenges. Nevertheless, the lack of committed leaders and precisely strategic leaders, mostly the top management of the studied mission hospitals falls among the major obstacles to performance of mission hospitals in Kiambu County.

5.4 Recommendations for Study
Concerning organizational structures, the study recommends that mission hospitals in Kiambu County need to create organizational structures consistent with the hospitals’ strategic objectives. Since firms do not function as independent entities, organizational structure has to be receptive to the environment for greater competitiveness through timely besides quality response to clients hence better performance.

On technology the study recommended for real controlling and practice of technology setup preparation and financing must be agreed importance to simplify the positioning and usage of
technology, progress in-provision teaching for workforce to increase ability for by means of technology and progress software instruments for distribution of data and development of message in the health care sector and to rise use of inside and local area linkages to advance interior and exterior information transfer.

On leadership the study recommends that the mission hospitals to adopt leadership development strategies in the hospital so as to increase service delivery. There is a need for the government to review the financing of the hospitals in terms of leadership development since it plays a critical role in performance. Given the results, the study recommends that leadership development needs to be cascaded to every level of management or employees. The aim of this is to assist the mission hospitals realize their objectives on best service delivery to patients as well as suppliers, among other different customers.

Moreover, findings show that resource acquisition is statistically significant in explaining the performance of mission hospitals in Kiambu County, Kenya. Therefore, managers should seek out ways of motivating personnel for better performance. More so, mission hospitals need to encourage additional training and development of staff to boost knowledge and skills if they want to sustain performance this human resource was found to play a bigger role.

5.5 Suggestion for Further Studies

The study was carried out in mission hospitals in Kiambu County in Kenya. The main objective of the study was to establish the influence of strategic choice on performance of mission hospitals in Kiambu County in Kenya. This study recommends that similar studies need to be carried out in other mission hospitals across counties to see if they have similar challenges.
REFERENCES


Rookees, P. J. (2010). *Commitment, conscience or compromise: the changing financial basis and evolving role of Christian health services in developing countries* (Doctoral dissertation, University of Birmingham).


APPENDICES

Appendix 1: Introductory Letter

To Whom It May Concern

Dear Sir/Madam,

I am a Master of Business Administration (MBA)- Strategic Management student at Kenyatta University. As part of the requirement for the award of the degree, the university requires me to undertake a research study. I am hereby asking for your participation in this study on the influence of strategic choice on performance of Mission Hospitals in Kiambu County. Please answer the questions without fear because the research findings will only be used for academic purposes and the information you provide will be treated with utmost confidentiality. It is only the summary results that will be made public.

Your co-operation will be appreciated.

Yours Sincerely,

Mary Wangui Njuguna

E-mail: njugunamary2015@gmail.com
Appendix 2: Questionnaire

The items in this questionnaire are intended to collect data on the influence of strategic choices on performance of Mission Hospitals in Kiambu County.

SECTION A: GENERAL INFORMATION

Please tick ☑ where appropriate

1. Gender
   Male [ ]    Female [ ]

2. For how long have you worked with the Mission Hospital sector?
   Less than 1 year [ ]    1-3 years [ ]    4-8 years [ ]
   8-12 years [ ]    More than 12 years [ ]

3. Your highest level of academic qualification
   PhD [ ]    Masters [ ]    Bachelors [ ]    Higher Diploma [ ]    Diploma [ ]
   Certificate [ ]

4. Indicate your area of specialization .................................................................

5. What is your job designation? .................................................................

6. Do you think strategic choices such as organizational structure, technology, leadership, and organizational resources affect the performance?
   Yes [ ]    No [ ]
SECTION B: ORGANIZATIONAL STRUCTURE AND PERFORMANCE OF MISSION HOSPITALS IN KIAMBU COUNTY

7. To what extent do you agree with the following statements on the influence of organizational structure on performance of Mission Hospitals in Kiambu County? Use the scale of 1-5;

1 = Not at all, 2 = small extent, 3 = moderate extent, 4 = larger extent, 5 = very large extent

<table>
<thead>
<tr>
<th>ITEM</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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<tbody>
<tr>
<td>There have been instances when the decision making processes have been affected by the prevailing organizational structure</td>
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<tr>
<td>Decision making involves few levels of hierarchy.</td>
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<tr>
<td>The decisions at the departments or divisions are approved by the division/department head</td>
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<tr>
<td>For every organizational mandate there is an established department to deal with it</td>
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<tr>
<td>The head of the organization should approve all the activities that need to be undertaken</td>
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<td>Employees are given a chance to give their input on what policies and procedures the firm should adopt</td>
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SECTION C: TECHNOLOGY AND PERFORMANCE OF MISSION HOSPITALS IN KIAMBU COUNTY

8. To what extent do you agree with the following statements on the influence of technology on performance of Mission Hospitals in Kiambu County? Use the scale of 1-5;
9. Kindly suggest the aspects of technology that you think the hospital should improve to ensure improved performance. …………………………………………………………………………………………………

………………………………………………………………………………………………

………………………………………………………………………………………………

SECTION D: LEADERSHIP AND PERFORMANCE OF MISSION HOSPITALS IN KIAMBU COUNTY

10. What is your level of agreement with the following statements on the influence of leadership on the performance of Mission Hospitals in Kiambu County? Use the scale of 1-5;
1. The way a leader performs his/her roles influences performance of the organization.

2. Leaders in this firm exercise balanced organizational controls

3. Leaders delegate almost all authority and control to subordinates.

4. Leaders value ethical practices in this hospital

5. Leaders in this organization are capable of motivating the followers to implement the vision.

6. Organizational leaders raise each other to higher levels of work motivation and molarity thus improved performance.

11. What is your view on the current leadership within the hospital in relation to the performance of the hospital? ……………………………………………………………………. ………………………………………………………………….......................... ………………………………………………………………….......................... …………………………………………………………………..........................

SECTION E: RESOURCE ACQUISITION AND PERFORMANCE OF MISSION HOSPITALS IN KIAMBU COUNTY

12. Kindly tick as appropriate. Use the scale of 1 – 5;
<table>
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<th>ITEM</th>
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<tr>
<td>The workers have the suitable education to fulfill their jobs.</td>
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<td>Employees in this organization exploit and maintain core competencies</td>
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<td>No one knows the organization’s job better than its employees.</td>
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<td>The employees to identify the gaps for future success.</td>
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<td>The organization allocates adequate finances to train their staff.</td>
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<tr>
<td>The firm has available machines to meet the needs of the patients.</td>
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<tr>
<td>The hospital maintains the equipment for continued service to the patients</td>
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</table>

SECTION F: PERFORMANCE OF MISSION HOSPITALS IN KIAMBU COUNTY

13. To what extent does each of the following measures of performance apply for your facility?
   Use a scale of 1-5;

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<th>2</th>
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<tr>
<td>Financial stability</td>
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<td>Service quality</td>
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<tr>
<td>Customer satisfaction</td>
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14. Kindly suggest at least any actions the administration of the mission hospital is able to take to increase the good services.

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Thank you very much
### Appendix 3: Mission Hospitals in Kiambu County

<table>
<thead>
<tr>
<th>Hospital</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>A.I.C Kijabe Medical Centre</td>
<td>Limuru</td>
</tr>
<tr>
<td>P.C.E.A Hospital Kikuyu</td>
<td>Kikuyu</td>
</tr>
<tr>
<td>P.C.E.A Kikuyu Orthopaedic 3 Rehabilitation Centre</td>
<td>Kikuyu</td>
</tr>
<tr>
<td>Gaichanjiru Catholic Hospital</td>
<td>Thika</td>
</tr>
<tr>
<td>AIC-Cure International Children's 5 Hospital</td>
<td>Limuru</td>
</tr>
<tr>
<td>AIC Githumu Hospital</td>
<td>Thika</td>
</tr>
<tr>
<td>Immaculate Heart of Mary Hospital</td>
<td>Thika</td>
</tr>
<tr>
<td>Kalimoni Mission Hospital</td>
<td>Thika</td>
</tr>
<tr>
<td>Mary Help of The Sick Mission Hospital</td>
<td>Thika</td>
</tr>
<tr>
<td>St. Matias Mulumba Hospital</td>
<td>Thika</td>
</tr>
<tr>
<td>Nazareth Mission Hospital</td>
<td>Limuru</td>
</tr>
</tbody>
</table>
Appendix 4: Approval Letters

KERUATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

FROM: Dean, Graduate School
TO: Mary Wangui Njuguna
C/o Business Administration Dept.

DATE: 21st August, 2019
REF: DS3/OL/CTY/27185/2015

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 7th August, 2019 approved your Research Project Proposal for the M.B.A Degree Entitled, “Strategic choice and performance of mission hospitals in Kiambu County Kenya”.

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University’s Website under Graduate School webpage downloads.

Thank you,

HABIB ELAROKI
FOR DEAN, GRADUATE SCHOOL

C.C. Chairman, Business Administration Department.

Supervisors:

1. Dr. Stephen Muathe
   C/o Department of Business Administration
   Kenyatta University

HE/B
Our Ref: D53/OL/CTY/27185/2015

DATE: 21st August, 2019

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

Re: Research Authorization for Mary Wangui Njuguna - Reg. No.
D53/OL/CTY/27185/2015.

I write to introduce Mary Wangui Njuguna who is a Postgraduate Student of this University.
He is registered for M.B.A degree programme in the Department of Business Administration.

Mary intends to conduct research for a M.B.A Project Proposal entitled, “Strategic choice and
performance of mission hospitals in Kiambu County Kenya”.

Any assistance given will be highly appreciated.

Yours faithfully,

Prof. Elshiba Kimani
AG. DEAN, GRADUATE SCHOOL
RESEARCH LICENSE

This is to Certify that Ms. MARY NJUGUNA of Kenyatta University, has been licensed to conduct research in Kiambu on the topic: STRATEGIC CHOICE AND PERFORMANCE OF MISSION HOSPITALS IN KIAMBU COUNTY KENYA for the period ending : 18/December/2020.

License No: NACOSTI/P/19/3183

Ref No: 535660

Date of issue: 18/December/2019

535660
 Applicant Identification Number

Verification QR Code

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

Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref. No: KIAMBU/HRDU/AUTHO/2019/11/25/Njuguna MW
Date: 25 Nov 2019

TO WHOM IT MAY CONCERN,

RE: CLEARANCE TO CONDUCT RESEARCH IN KIAMBU COUNTY

Kindly note that we have received a request by Ms. Mary Wangui Njuguna of Kenyatta University to carry out research in Kiambu County, the research topic being on "Strategic Choice And Performance Of Mission Hospitals In Kiambu County Kenya".

We have duly inspected her documents and found that she has been cleared by Kijabe Hospital Institutional Ethical Review Committee until 23 Sep 2020. She thus does not need any further clearance with another regulatory body in order to conduct research within the county of Kiambu.

However, it is incumbent upon the facility in which the research is being carried out to ensure that they are conversant with the remit of the study and operate in line with their institutional norms on conducting research. This note also accords her the duty to provide feedback on her research to the county at the conclusion of her research.

[Signature]

DR. M. NDIRITU NDIRANGU
COUNTY HEALTH RESEARCH DEVELOPMENT UNIT
KIAMBU COUNTY
ACIH Institutional Research and Ethics Board (IRB) Ethics Approval Letter

21st Oct 2019

To: Mary Wangui Njuguna

RE: Ethical Approval For Your Study

The Ethics and Research Board of AIC Cure International Hospital has gone through your submitted request to undertake a non-invasive study titled: “Strategic Choice And Performance Of Mission Hospitals In Kiambu County Kenya.”

And grants the approval for the study to be carried between OCTOBER 2019 AND NOVEMBER 2019.

Any variations to the protocol or dates of the study must have prior permission of the IRB. Any severe adverse effects on patients or bad outcomes must be reported within 24 hours to the IRB using the Incidence Reporting Forms. We expect at the end of collecting results you will alert IRB and that you will share the final study outcomes copy with us to facilitate transfer of knowledge and future decision – making. Should you abandon your study mid-way, kindly alert us in writing giving the reasons for such a decision.

We wish you well in your study. Feel free to seek further guidance from the IRB during your study.

Signed:
Dr. Jeff M. Malu
Consultant Orthopedic and Arthroscopic Surgeon
IRB Chairperson, AIC Cure International Hospital.
REF:  
TO:  Mary Wangui Njuguna -Principal Investigator  

Date: 19th SEP 2019  

Dear Madam,  

RE: STUDY TITLE:  STRATEGIC CHOICE AND PERFORMANCE OF MISSION HOSPITALS IN KIAMBU COUNTY KENYA  

This is to inform you that KH IERC has reviewed and approved your above research proposal. Your application approval number is KH IERC-02718/0052/2019. The approval period is 23rd Sept, 2019 – 23rd Sept, 2020.  

This approval is subject to compliance with the following requirements;  

i. Only approved documents including (informed consents, study instruments, MTA) will be used  
ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by KH IERC.  
iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to KH IERC within 72 hours of notification  
iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to KH IERC within 72 hours  
v. Clearance for export of biological specimens must be obtained from relevant institutions.  
vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.  
vii. Submission of an executive summary report within 90 days upon completion of the study to KH IERC.
Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) [https://oris.nacosti.go.ke] and also obtain other clearances needed.

Please do not hesitate to contact the AIC Kijabe Hospital IERC Coordinator (researchcoord@kijabehospital.org) for any clarification or query.

We wish you all the best in the study.

Thank you,

Yours sincerely

Peter Halestrap

BMBCh, MRCGP, DCH, DRCOG, MA (OXON)

Chair, AIC Kijabe Hospital IERC