

**ORGANIZATIONAL RESTRUCTURING STRATEGIES AND PERFORMANCE OF  
THE AGA-KHAN HOSPITAL MOMBASA**

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**NOVEMBER, 2021**

**DECLARATION**

This research project is my original work and has not been presented for a degree in any other university



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



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## **DEDICATION**

I dedicate my Research Project to my family. Heart warm regards to my loving parents Mr. Erasto Magak and Mrs. Trizah Magak, whose words of encouragement and their everyday push for tenacity rings in my ears.

Thank you.

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God bless you all!

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## **ABBREVIATION & ACRONYMS**

<b>BSC</b>	Balance Score Card
<b>KPI's</b>	Key Performance Indicators
<b>IT</b>	Information Technology
<b>ORs</b>	Operating Rooms
<b>TVs</b>	Televisions
<b>SPSS</b>	Statistical Package for Social Sciences
<b>HR</b>	Human Resources
<b>COVID-19</b>	Corona Virus
<b>NACOSTI</b>	National Commission for Science, Technology and Innovation

## **OPERATIONAL DEFINITION OF TERMS**

**Downsizing** -Downsizing is when an organization reduces the size of its workforce so as to maintain its competitiveness

**Down scoping-** Down scoping is when an organization eliminates the businesses that is not related to the organization's business, making the organization to focus on its main business.

**Information Technology-** Is the study or the use of systems (especially telecommunications and computers) for storing data, retrieving it and lastly sending the information

**Turnaround strategy** - Turnaround strategy is a strategy that is used by organizations to change the way it operates its functions from a less reliable form to a more reliable form

**Organizational Restructuring-** This is when an organization changes its business model, due to internal or external factors in order to grow and survive.

**Performance-** Performance is a process by which a function or a task is performed.

## **ABSTRACT**

Restructuring strategies encompasses the organization to assist people in making successful changes. Organizations therefore must manage the restructuring strategies properly, because this is a very important phenomenon if they want to survive and improve on its performance in the long run. The aim of this research was to examine the influence of Organizational Restructuring Strategies and performance of the Aga-Khan Hospital Mombasa. The following were the specific objectives for the study: To determine the extent to which Downsizing restructuring strategy affects the performance of the Aga-Khan Hospital, To establish the effect of Information Technology restructuring strategy on the performance of the Aga-Khan Hospital, To evaluate the effect of Down scoping restructuring strategy on the performance of the Aga-Khan Hospital and To find out whether Turnaround restructuring strategy affects the performance of the Aga-Khan Hospital in Mombasa. Performance of the hospital was measured in terms of efficiency, effectiveness, market share and lastly the customer's satisfaction. The study was anchored on: The Lewin's Change Management theory, Kotter's change Management theory and ADKAR model. Descriptive study design was used. The study sought to address the gap between how the restructuring strategies will influence the performance of the hospital. Target population for the study was 78 management staff from the hospital. To ensure efficiency, validity and reliability of the data collection instrument was tested. Reliability was measured using Cronbach Alpha. A pilot study was conducted in the Aga-Khan hospital so as to ensure reliability of the research instruments. Data was collected using primary source with the aid of Likert scale questionnaire, which were grouped in relation to its themes of studying organizational restructuring strategies and hospital performance. Collected data for analysis was supplemented by the multiple regression analysis model using the "Statistical Package for Social Sciences." Simple random sampling technique was employed for the study. Findings showed that IT, Downsizing and Downscoping, were positively correlated with performance of the hospital. Turnaround strategy on the other hand was found to be negatively correlated with the performance of the hospital. The study found out the hospital faced challenges of the employees resisting change in how they do things, which caused about the negative effect of the Turnaround strategy. The study recommended that the management of the hospital should motivate its employees with incentives, so that they can work harder and improve on the performance. It was also recommended that the hospital should train its employees so as to increase their skills when working. A further recommendation was given that further studies should be conducted by other researchers and scholars, to come up with other study variables that will help the hospital to improve on its performance.

## CHAPTER ONE: INTRODUCTION

### 1.1 Background of the Study

Organizations today face a lot of changes in the environment that causes them to respond and react quickly to any form of challenges that they are encountering, in order to keep up with its position in the market. Organizational restructuring strategies can help companies that are dealing with poor performance, to come up with good strategies that will help them to improve on their performance (Narasimhan, 2012). Organizations are restructuring so as to increase and improve on its performance. They also restructure when they want to survive when the current structure the company is using is no longer functioning well. Strategy is defined as a plan to achieve one or more goals, despite the conditions being uncertain, through goal setting, and gathering resources to execute the actions; it is a description of how the various goals are achieved by the means of how the resources are utilized (Kotter, 1987). Strategy consequently constitutes the various competitive actions and advances to produce efficient performance. The concept of strategy is therefore executed through organizational restructuring strategy (McKay&Naswall, 2013)

Organizations structures follow strategy, as a means of pulling together the resources of the organization, which implies that a successful strategy that has been implemented, will help the organization to achieve its strategic purposes and also improve its performance (Mintzberg, 1991). Changes in the environment such as globalization has made organizations to restructure for sustainable performance. On the other hand, if the company faces a mismatch of structure and strategy, it will lead to inefficiency in its operations that is the less than optimal input and output ratio, which will in the long run affect its performance (Lorsch, 1967).

### **1.1.1 Organizational Restructuring**

There are different definitions by different authors that explain what organizational restructuring is. Casico (2010), defined organizational restructuring as the changes which are planned in the organization, which affects its use of people. Burke (2008), also defined organizational restructuring as the altering of the size and basic configuration of the organization's mission, vision, goals and objectives. Organizational restructuring is therefore the radical redesigning of how the organization's structures are functioning, so as to achieve its main goal and objectives of wealth maximization in the organization. Erkama (2010) explained that when an organization restructures, it focuses on getting its work done well, so as to make strategies that function and works well. This indicates the strategy being implemented where the managers in the organization change its systems, so as to ensure a desired level of cost effectiveness and good quality of goods and services. According to Balogun (2007), when an organization restructures, "Some activities that are in the value chain, are crucial in the implementation and performance of the business than others." Therefore it is important for the organization to restructure by making some strategic changes, when it faces any form of problems in its business environment.

For the organizations to remain competitive, they have to respond to the pressures exerted to them by the environment. When the pressures are high, organizations come up with new restructuring strategies. Therefore, the restructuring of the organization's design is important when the environment is unstable (Ritchie, 2013).

Bahsin (2008) came up with how organizations can restructure, which includes, with the organization first coming up with mapping out their destination of where they want to be in terms of their performance, followed by identifying the existing responsibility of the business units,

which will enable the organization to align the organizational structure. A transitional management team is then formed which will help the employees communicate the restructuring change. Skills assessment will be conducted to figure out if the employees can perform the tasks given to them. This will then allow the organization to cut down on the complexity of the restructuring and focus on the better activities of having a new structure.

Our environment today is complex, uncertain and competitive. Firms plan for the future and also be okay and more than willing to change if need be. Therefore, the strategy the organization will choose to adapt will greatly be influenced by the environment in which they operate. The research will deal with downsizing, Information Technology, down scoping and Turn around restructuring strategies (Shenton, 2009). Downsizing restructuring strategy deals with reducing the operational costs as a way of increasing earnings per share in the long run. Most organizations lay off some of its staff members as a way of downsizing its operations (Cascio, 2010). Scholars around the world have been studying how downsizing and performance have affected organizations all over the world. Some literature proclaims that there is some improvements in the cost cutting, and its strategic focus, while others argue that there is deterioration of the performance, due to the employee resentment and the negative reactions that come from the society (Arvey, 2013).

In Information Technology restructuring strategy, the organization includes good governance and communication, also the increasing use of the cloud services in the organization which will offer new opportunities for the organization to improve on its performance (Jeffery, 2009). Evidence has been provided that when a hospital increases its use of Information Technology resources, it improves on its clinical quality, its information systems, documentation in its office automation



machines and also in its structure (Williams, 2015). In Down scoping restructuring strategy, the hospital's organization conducts a divestiture, spinoff or ways of removing

the businesses that are not related to the businesses. This causes management of the firm to come up with enough set actions that will cause the firm to strategically refocus on its very own core purpose and business activity (Theissen, 2008). It is therefore, a strategy that many organizations use to aim at focusing more on the organization's core values, so as to improve on its performance, instead of focusing on other functions. The organization achieves this by eliminating the unnecessary functions, and focuses on the main business venture so as to improve on its performance (Almquist&Lee, 2009)

Turn around restructuring strategy, is a huge part of the company because it involves changes in the administrative, operations, and products or services of the organization (Lyndon, 2009). The main reason as to why an organization opts for a turnaround strategy, is to rescue and salvage the organization's intrinsic value, so as to solve any of its financial or non-financial distress, and come up with new ways of doing its business (Zana, 2016).

Turnaround strategies include: efficiency and growth oriented. The growth oriented strategy deal with ways of defining the organization's core values, by improving the markets that exists (Thomas, 2013). Turnaround is also realized in strategies that are the business assets. Efficiency turnaround strategies, are aimed at monitoring the organization's scope, and cutting off of the business' unrelated operations, products or services so as to improve the performance and efficiency (Davenport, 2012)

Organizational restructuring strategies is therefore a very important tool that an organization can use to increase and improve its performance as it helps the organization to unlock value in the business, It also aids the organization to comply with regulatory requirements that has been issued by the government (Stanley, 2009)This will then enable the organization to hive off noncore business activities that it has, and help it focus on its core business so as to increase performance in the long run (Trowler, 2011)

### **1.1.2 Organizational Performance.**

Once strategies in the organization have been formulated and implemented, the strategy evaluation followed by control stages take place. This helps the managers of the organization to correct any form of irregularity that has taken place in the organization, which if not considered, will greatly affect the performance of the organization negatively (Allard, 2013). Organization performance is defined by “how the organization is able to reach its objectives and goals while using its current resources in an effective and efficient way (Klein, 2010). Performance is therefore an end product of an activity. There is a difference between productivity and performance. Productivity is a ratio that explains the amount of work done in relation to the time taken, while performance indicates productivity and quality of the work that has been done. Measures that any organization will use to measure its performance will depend greatly by the company’s goals and objectives in the environment (Healthfied, 2016). The strategies that an organization has put in place should be used as a measuring strategy to see whether the company is performing well or not once it has been implemented. Many countries around the world have different measurements of performance. Financial profitability and growth are obvious measures that organizations use to consider if they have grown in their performance (Anabelle, 2010).

Organizations are slowly and surely losing the traditional performance measurement systems such as the return of investments and earnings per share, that were earlier used to measure the performance, because they were too vague and irrelevant in nature (Barnes, 2015). This has brought about the use of the non-financial performance measures by the organizations. Examples of the non-financial performance measures in a hospital setting includes; efficiency, effectiveness, market share and the customer satisfaction of the hospital (Restuccia, May 2014)

### **1.1.3 The Aga-Khan Hospital**

Healthcare is a competitive industry around the world. People are ready to travel to remote and developed parts of the world just to get good medical services when they are sick. The Aga-Khan hospital receives a lot of pressure from stakeholders to improve quality so as to compete effectively and efficiently (Bradlow, 2008). The Aga-Khan hospital tends to be more efficient in how it conducts its services as compared to the public hospitals due to the better utilization of their resources that enables them to reach their goals and objectives (Mahmoud Ajlouni, 2017). In the recent years, the Aga-Khan hospital, has seen a tremendous improvement in how it operates its services, though there is a great deal of improvement that is needed.

The Aga-Khan hospital is a certified secondary care hospital, which was established in the year 1944, as a ninety six bed acute care medical service in Mombasa Kenya. The hospital provides a twenty four hour inpatient and emergency services in Mombasa which offers medical services, and diagnostic services (Aga-Khan, 2020). The hospital is part of the International referral system; Aga-Khan Health care services and Aga-Khan University Hospital in Karachi. The hospital offers a quality range of services in medicine, pediatrics, obstetrics, surgery and gynecology, and intensive unit.

Aga-Khan hospital in Mombasa is also in a constant state of restructuring and improving its organization's performance. This is due to the continued lack of efficiency, effectiveness, market share and customer satisfaction that the hospital is not fully offering to its patients (Oleribe, 2019). To curb these problems, the hospital ought to initiate changes and strategies including; downsizing, down scoping, Information Technology and turn-around, which will help to improve on its performance. In 2014, the hospital was inefficient in how they offered chemotherapy services to its patients. The hospital took a measure in launching a chemotherapy facility in Mombasa the same year, so as to improve its performance (Mwangi, 2014). Statistics showed that patients in the hospital suffered cardiac arrest due to the hospital's lack of efficient catheterization labs. The hospital received \$27.8 million as a measure to expand and build enough labs to save people's lives (Mullumba, 2017). Patients have a higher chance of getting well in the Aga-Khan hospital than in a public hospitals because of the good and quality services that are being offered in private hospitals as compared to the public hospitals (Rana, 2020). Therefore the rates of effective services offered in the hospitals is used as an indicator of performance in the hospital.

The main aim of this paper is to find out the organizational restructuring strategies on performance of the Aga-Khan Hospital Mombasa, which studies have not undertaken hence the knowledge gap and need to undertake this study.

## **1.2 Statement of the Problem**

Organizations today are rapidly embracing the use of organizational restructuring strategies in that it will result to its increase in performance in achieving its goals and objectives of wealth maximization and offering quality goods and services. Similar trends have also been observed in the health sector organizations, which seek to indulge organizational restructuring strategies such

as downsizing, down scoping, Information Technology and Turnaround strategy as a means in achieving its organizational performance effectively and efficiently. The hospital's performance will be measured to find out if it is efficient, effective, good market share and whether the customers are satisfied. These strategies accentuate on the contextual gap on whether they improve organizational performance of hospitals, specifically The Aga-Khan Hospital in Mombasa. Information Technology as a trend has been incorporated by majority of healthcare organizations, so as to help the hospital in detecting early diagnosis, treating it and communicating the results at a faster rate to the patients (Bradlow, 2008). Patients have a higher chance of getting well in the Aga-Khan hospital than in a public hospitals because of the good and quality services that are being offered in private hospitals as compared to the public hospitals (Rana, 2020). Therefore the rates of effective services offered in the hospitals is used as an indicator of performance in the hospital.

International literature explains the organizational restructuring strategies on performance on hospitals. It indicates that there is an ongoing debate around the world, that there are benefits when an organization adapts restructuring strategies. Schilling (2010) in his study, showed the most restructuring strategies that most organizations use include; downsizing, down scoping, virtualization, out sourcing, among others. Although these strategies are frequently used, they unfortunately bring about bad results than it is usually expected, if the plan set to implement them is not well observed (Edmunds, 2016). The restructuring should avoid the reduction of the employees in an organization, and try to come up with a program of moving the employees in the company to a new department, if possible, by preparing them for the jobs by offering short courses or programs that will enable them to work for the job. The qualifications of the people is also very important, especially if the company moves to new places or new programs. The study focused on

implementing the restructuring strategies by analyzing its impact on the personnel, and how the organization functions. Such analyzing is important so as to avoid damage to the personnel in the organization. However, this study did not directly scan the organizational strategies and performance of the Aga-Khan Hospital in Mombasa.

Studies done locally including Waweru(2009), found that restructuring of an organization, embraces cooperation in the different departments in the organization, so as to deliver to its citizen. Organization at hand is best focused on its main business. This study; found out that organizations restructuring has simplified the way in which duties in the organization are carried out and it makes sure no repeating of duties. This study recommended that an organization should restructure so as to motivate its employees. This will ensure good organizational governance, so that the whole image of the organization is not jeopardized. This study did not did not find any correlation between organizational restructuring strategies on performance of the Aga-Khan Hospital, Mombasa.

This study, therefore, seeks to determine organizational restructuring strategies on performance the Aga-Khan Hospital, Mombasa, hence leading us to the general research question on what is the organizational restructuring strategies on performance of the Aga-Khan Hospital Mombasa?

### **1.3 Objectives of the Study**

The main objective of the study was to investigate organizational restructuring strategies on performance of The Aga-Khan Hospital Mombasa.

#### **1.3.1 Specific Objectives**

To determine the effect of Downsizing restructuring strategy on the performance of the Aga-Khan Hospital Mombasa

- i. To establish the extent to which Information Technology restructuring strategy, affects the performance of the Aga-Khan Hospital Mombasa
- ii. To evaluate the effect of Down scoping restructuring strategy on the performance of
- iii. the Aga-Khan Hospital Mombasa
- iv. To find out if Turn around restructuring strategy affects the performance of the Aga-Khan Hospital Mombasa

#### **1.4 Research Questions**

- i. To what extent does Downsizing affect organizational restructuring strategy on performance of the Aga-Khan Hospital Mombasa?
- ii. How does Information Technology affect organizational restructuring strategy on performance of the Aga-Khan Hospital Mombasa?
- iii. What is the effect of down scoping on organizational restructuring strategy on performance of the Aga-Khan Hospital Mombasa?
- iv. To what extent does turn around affect organizational restructuring strategy on performance of the Aga-Khan Hospital Mombasa?

### **1.5 Significance of the study**

The study results will be of use to the management of the Aga-Khan Hospital in Mombasa and any other hospital in Kenya and around the world, with an appreciation on how adopting restructuring strategies especially in the healthcare service industry, improves performance . The study pointed out on the various ways on which the organization is going to restructure by initiating strategies such as downsizing, down scoping, information technology and expanding. This will enable the organization to be effective, efficient and to gain competitive advantage. It will also be of use to the government if they want a blue print on the ministry of health, in understanding how its policies have greatly affected hospitals in the quest of restructuring the organizations to improve on its performance.

The policy makers in Kenya will also use the study as a blueprint for coming up with policies on restructuring; and grow, by improving the performance of the organization. The study will thus help the government to determine the regulatory framework for the healthcare sector. My study findings will aid to enlighten researchers on the issues concerning restructuring. The acquired information on the organizational strategies and performance, will be used in coming up with policies and implementing the decision making processes regarding the healthcare sector so as to improve efficiency and effectiveness. The results of the study therefore, could help the health ministry policy makers especially in the private hospitals in Kenya and around the world to restructure in a way that will improve on its performance.



## **1.6 Scope of the study**

This research was conducted; in the Aga-Khan Hospital, Mombasa County,

Kenya. The study as limited to The Aga-Khan hospital in Mombasa because of finances and time needed to conduct it, if I was to study all hospitals in Mombasa. For this research, the targeted population were the medical staff of the Hospital, who responsible in how the hospital is going to formulate and execute the organizational restructuring strategies. The Aga-Khan Hospital was chosen based because it is one of the best hospitals in Mombasa county and in Kenya which has experienced growth in its health operation programs and structurally as well.

## **1.7 Limitation of the study**

The research conducted in The Aga-Khan Hospital faced limitations, such as the respondents were not willing to cooperate and answer questions that were issued to them via the questionnaire. This was evident in how they were reluctant to giving out full information to the general public. However, I explained to them that the information that will be given out will be treated with the utmost confidentiality. The study was also limited by scope and time.

## **1.8 Organization of the study**

This project has five chapters. Chapter one is the study background, study objectives, significance of the study, the scope and the limitation of the research. Chapter two presents literature review of the Organizational Restructuring Strategies on Performance of the Aga-Khan Hospital in Mombasa and a conceptual framework. Chapter three explains the research methodology that was used in the research. Chapter four provides the findings of the analysis, discussions and

presentations. The fifth chapter of the project carries the findings of the research, conclusions, recommendations and areas that are suggested for further studies.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

Chapter two discusses the literature relating to Organizational Restructuring Strategies on Performance. The chapter begins by showing the theoretical review, followed the empirical literature review of the organization's performance using Downsizing, Information Technology, down scoping and lastly turn around. Finally, a conceptual framework is given.

### **2.2 Theoretical Review**

#### **2.2.1 The Lewin's Change Management Theory**

Lewin's change management theory has three phases famously known as the unfreezing stage, moving stage, that is known as the change stage and lastly the freezing stage, also known as the refreezing stage (Schein, 2010). There are forces known as the driving forces that facilitate change in the organization, as they push the employees in the organization to the desired direction so as to achieve its goals and objectives while restructuring. Lewin's change management model helps as to identify the factors that prevent, or delay restructuring from occurring in the organization, factors or forces that oppose changes from occurring in the organization, which are also called static forces or restraining forces, and lastly the forces that drive or promote changes in the organization, also known as the driving forces.

In the unfreezing stage, a consensus of what is causes the problems in the organization is sought. The organization then comes up with restructuring strategies that which will improve the driving forces and also restrain the straining forces. The first stage identifies the key players that are affected by the restructuring in the organization, bringing them together so as to communicate on the ideas of the change, and come up with a list of the driving forces that can work for them. The

important aspect is to engage all the parties of stakeholders, so as to work on bringing the driving forces and removing the negative restraining forces, which the organization has opted for.

The next stage; the moving stage, is change takes place. This allows the driving change forces to take place. In this stage, implementation of what needs to be done, produces the desired restructuring strategy. Once the change is achieved, the refreezing stage evaluates if the change is stable, and also if it is effective and efficient in the organization (Talwar, 2009)

Using Lewi's change management theory, the Aga-Khan hospital will be able to communicate to its employees and patients on why and how they are going to restructure, by developing a good plan and participate in the change process. There is a likelihood that the employees will go back to their old ways, if caution is not taken. Therefore, the aim of refreezing; is to enable the equilibrium in changes that are the driving force to the restraining forces (Waterman, 2012)

This theory will lead an organization to better understand how changes and restructuring affect all organizations, how it is useful in identifying opposing forces while restructuring and also helpful in identifying barriers for successful implementation during restructuring. This will be helpful in identifying ways of accepting new technologies. Due to the fact that most organizational restructuring strategies are introduced systematically, the restructuring strategy needs to be accepted and understood, so as to bring out the effectiveness and efficiencies of the organization.

### **2.2.2 Kotter's Change Management Theory**

A scholar named Kotter (2010), came up with an eight step model, which has been of helpful in the management school for many years, on how organizations can manage their change while

restructuring its strategies. On each step, Kotter explains key principles that have been identified, that relates to how people respond to restructuring in an organization.

The steps in Kotter's change model, include the following; firstly, is to Increase the sense of urgency of the organization. By creating the sense of urgency in the organization, it inspires the people in any organization to move towards the desired state of restructuring and also to make the relevant and real objectives. This can help the organization initiate motivation; so as to get things at per the second; is to build a guiding coalition in form of a team. This simply means that the organization should work on getting the right team, who are able to accomplish the goals and objectives of the organization with their skills, by convincing people that restructuring is important. The third step is to get the vision right. By getting the vision right, the organization is able to forecast its strategic goals and objectives that it wants to achieve in the future, thus a clear vision in the organization can help the people to understand why you are asking them to do something. The fourth step is to communicate the change to the team members. By communicating the strategy to other members, you ensure and embrace inclusivity in the operations of the organization, by involving many people as possible. Fifthly, is to empower an action plan used in the organization. By empowering an action plan, the organization removes obstacles, and enables constructive feedback and support, thus the leaders recognize and reward achievements and progress. The sixth step is to create the short term wins in the organization. In this step, the organization, motivates the members by giving the company a taste of victory, early in the change process. The seventh step is the building on the change.

The organization needs to encourage and foster determination and persistence, on the ongoing progress in the organization, so as to achieve future milestones that will occur. Lastly, Kotter's

eight step is the Reinforcing of the change by restructuring in the organization. In this step, the organization sticks to the discussed and tried change in the organization and also embraces the change in to the culture of the organization so as to achieve the organization's goals and objectives today and also in the near future (Heskett, 2012)

Kotter's eight step model has been used time and time again in many health organizations to a success around the world (Wischnevsky, 2009). The model has also been used in the introduction of the adoption of automation in hospitals. This model has been a success to many health care organizations around the world, because it is very dynamic and thus forms the backbone of this study.

### **2.2.3 The ADKAR Model**

The ADKAR Model was developed by Mr. Hiatt in the year 2003. It was introduced as a tool to mainly coach and help the employees and assist them through the restructuring process in the organization (Hiatt, 2006). Hiatt provides an explanation on the human issues that affect them during restructuring in the organization. This model focuses on the five issues and outcomes that are essential actions that an organization can use when they want to effectively restructure their normal way of operations. The ADKAR actions include; the awareness of the organization's need to restructure, desire to restructure, knowledge on how the organization is going to restructure, ability to implement the required need for change in the organization and lastly reinforcement of the needed to restructure in the organization.

The model is a powerful yardstick and in value to measure restructuring activities in the organization, as it shows the elements to change successfully in its operations. It is important for

the organization to communicate to its employees on the required need for restructuring, thereafter, they can use the ADKAR model to assess the levels of awareness and desire among its employees who were communicated earlier on the need for change in the organization. This type of assessment can tell an organization how the employees are adapting to the restructuring strategies in the organization (Hiatt&Creasey, 2012).

### **2.3 Theories and Models of Organization Performance**

Organization performance has many definitions, mainly based on the context in which the researcher is applying it to. For example, an organization that is mainly in profit making business, looks at its performance mainly on how it cut down costs, its return on investments, among others. On the other hand, the non-profit organizations, its social impact, is the main factor onto how they base their organizational performance (Abwod, 2010), said that performance has got multiple meanings, depending on the discipline, such as marketing, finance, economics, among others.

Measuring the organization's performance is quite complex and wide, thus studies are conducted in the environment in where organizations are in. As mentioned earlier, performance can be measured into either financial function or the non-financial function. The financial aspect is measured when financial year ends, in terms of the profit or loss that the company had, while the non- financial function mainly deals with the company's social welfare, the company engagement in corporate social responsibility, efficiency and effectiveness in production, customer satisfaction, among others.

### **2.3.1 Balance Score Card Model of Organization Performance**

This model is one of the most widely used model in measuring the organization's performance in management studies. The Balance Score Card (BSC) is a strategic management and planning tool, mostly used in non-profit organizations, businesses, and governments to improve on its external and internal communication, monitoring the organization's performance by aligning the its business activities to its vision and strategy. This model was founded by "Kaplan and Norton", (Norton, 2012) to establish if a business is moving towards its goals and performance from its four perspectives which include; financial, learning and growth, internal business processes and customer perspectives.

The model aims at mitigating and balancing the short with long term objectives, non-financial with financial functions, and to balance the external and internal environments. Many organizations use the Balance Score Card by customizing it to fit their own activities, so as to measure the organization's trend in its performance. The Balance Score Card has therefore moved from a model of pure performance, to a full system of management, that the hospital sectors can both use to aid them in achieving their goals and objectives (Schilling, 2016)

### **2.3.2 Key Performance Indicators on Organization Performance**

The Key Performance Indicators (KPI) is also another model that many organizations use to measure their level of performance. The Key Performance Indicators also known as the KPIs, indicates the organization's performance on its outcomes or outputs. How the KPIs are measured do not change often, but are different across organizations (Dawson, 2006). The Key



Performance Indicators are therefore an organizations qualitative measures that are used to indicate whether the organization has performed well or not, according to its stipulated goals and objectives (Peterson, 2016). For example, an organization that has the vision of being the most profitable organization, will therefore have KIPs which are related to profitability. Peterson came up with lists consisting of factors that determine the organization's performance indicators that can manage various organizations including, customer satisfaction, provisions of safe environments, and no loss of business due to failure of service, effective utilization of space, service reliability, effective communication, and professional approach of staff responding to problems (Peterson, 2008).

## **2.4 Empirical Review**

### **2.4.1 Information Technology and Organization Performance**

A study was conducted by the Becker's Health Care Human resource Institute in Chicago (Becker, 2019) on its best practices on improving a hospitals' performance by improving on its patient's healthcare through technology, and came up with best practices that a hospital can adopt. These include; service line and surgical technologies, by purchasing the greatest and latest technologies to hit the market, despite its upfront costs, which will then result in a good performance while undertaking surgical practices. The use of smartphones, tablets and applications is also important in hospitals, as they provide a lot of information to the nurses and doctors on any concern on healthcare on a fingertip's reach, unlike past practices where it was quite hard to acquire information. The use of Hybrid Operating rooms is also brought about by the use of technology. The Hybrid Operating rooms, ORs, is an environment that enables a surgeon or any other specialist, to perform open surgeries (Becker, 2019). Telehealth tools are also improving hospitals performance, by adopting tools that help them such as Bidirectional video feeds, TV's, wireless infrastructures and cameras. Ultrasound devices, Infection detecting methods, Healthcare staffing,

Social media and lastly Patient friendly methods, were evident studies to confirm that the adoption of Information

Technology by a hospital in Chicago will result to an increase in performance among the hospital staff and the patients will recover easily. This research will therefore help to provide recommendations, and help to determine how a hospital can implement successfully the use of Information Technology, as an organizational restructuring strategy so as to contribute to the organization's performance of the Aga-Khan Hospital in Mombasa. The empirical study was conducted in Chicago, bringing a gap on whether information technology will improve the hospital's performance in Kenya.

#### **2.4.2 Downsizing and Organization Performance**

Downsizing involves the intentional and permanent reduction in the workforce of an organization (Freeman, 2016). Scholars around the world have been studying how downsizing and performance have affected organizations. Some literature proclaims that there is some improvements in the cost cutting, and its strategic focus, while others argue that there is deterioration of the performance, due to the employee resentment and the negative reactions that come from the society (Arvey, 2011).

When examining downsizing and organizational performance, it is evident that many organizations have been downsizing in the past five years in Kenya by announcing that they are reducing the numbers of their work force in the company (Clark, 2012)

Downsizing, is therefore, one of the strategies an organization can use to cut down on its costs and also make the organization to be more profitable, at the end of the day, which will aid its improvement in performance in Kenya (Rodgers, 2012). Apart from the improved performance that the organization has from downsizing, it has some averse negative effects on the surviving employees in the organization. These after effects affect the remaining employees overall performance. These includes, the survivors' diminished loyalty in the work they do to the organization, their negative perception, about the job insecurity that they are facing, and also the employees in the organization will not be committed in what they are bringing to the table

(Taylor, 2017). The studies conducted showed an overall impact of organizations downsizing in Kenya, but did not explain how the restructuring strategy affects the Aga-Khan Hospital's performance. This study will determine if downsizing organizational restructuring strategy, will affect the organization performance on the Aga-Khan Hospital in Mombasa.

### **2.4.3 Down scoping and Organization Performance**

Down scoping refers to the reduction of un-relatedness level of the company. This means that the organization divests, spins-off, or comes up with any ways of removing businesses which is not related to the firm's values and functions (Amato, 2009). It is therefore, a strategy that many organizations use to aim at focusing more on the organization's core values, so as to improve on its performance, instead of focusing on other functions. The organization achieves this by eliminating the unnecessary functions, and focuses on the main business venture so as to improve on its performance (Almquist&Lee, 2009)

Down scoping and downsizing, are quite similar, since the two have an aim at reducing some of its business aspects. The difference is that in down scoping, there is retention of the employees working in the organization, unlike in downsizing whereby the organization has to eliminate and lay off some of its employees (Allard, 2009). Down scoping as a strategy therefore, ensures that there is maintenance of the employees working in the organization, the competence of the organization is maintained. Most organizations in Canada opt to use the down scoping strategy because the resulting situation is an increase in the organization's shareholder's value and spinoffs. This will enable the organization to account for its performance (Amit&Zott, 2012).

In Canada, the process of down scoping takes the line of an organization divesting its assets. In this way, the organization's management disposes of the investment either entirely or partially through either selling the organization's investments, exchanges it, bankruptcy or even closure of the organization (Rangan, 2017). The process of down scoping is through a slow or systematic planned sessions, to complete. Example of a company that has used the down scoping strategy is the "Volvo AB company that sold all of its passenger motor business for \$6.8 Billion to The Ford Company" (Barney, 2009). This study conducted showed the effect of down scoping its business, in Canada on the organization's performance, but did not show the effect of down scoping on the performance of the Aga-Khan hospital, that identified the gap in this research.

#### **2.4.4 Turnaround and Organization Performance**

Organizations that are experiencing a decline in their performance come up with a variety of corporate turnaround strategies to deal with the decline in performance (Duncan Angwin & John McGee, 2015). Turnaround strategy, is the process in which organizations that are facing a decline in their operations come up with ways on how they can overcome the decline so as to improve on

its performance (Hofer, 2013). The main reason as to why an organization opts for a turnaround strategy in China, is to rescue and salvage the organization's intrinsic value, so as to solve any of its financial or non-financial distress, and come up with new ways of doing its business (Zana, 2016).

Turnaround strategies include: efficiency and growth oriented. The growth oriented strategy deal with ways of defining the organization's core values, by improving the markets that exists (Thomas, 2007). Turnaround is also realized in strategies that are the business assets. Efficiency turnaround strategies, are aimed at monitoring the organization's scope, and cutting off of the business' unrelated operations, products or services so as to improve the performance and efficiency (Davenport, 2010)

When organizations in China are doing below their expectations, and failure is evident, then the management of the organization opts for turnaround strategies so as to improve the performance and its profitability. The increased competition and the fast advance in technology, are some of the problems that are rising in the organizations (Tom, 2000). A timely response to these challenges will enable the organization to mitigate the challenges (Von, 2019). The turnaround strategy studies were conducted in China, and showed how the strategy can help the organizations improve their performance. The study was not conducted in Kenya, thus a gap is seen on how Turnaround strategy affects the performance of the Aga-Khan hospital in Mombasa.

## **2.5 Summary of Literature Review and Literature Gap**

The empirical studies shows that organizations adopt restructuring strategies that affect its performance generally, which includes downsizing, down scoping, information technology and

turn around. Organizations may face challenges while restructuring as the studies revealed, such as the employees resisting change while down scoping, poor communication, incompatibility of the new change with the organization's existing structure. The studies showed that organizational restructuring affects performance.

Most of the studies conducted in the past research, have focused on organization restructuring strategies on performance in the context of the indicators and impact of organizational restructuring strategies in countries like China, Kenya, Chicago and Canada, that will affect the organization's performance, but none of empirical studies conducted has been able to show organizational restructuring strategies on performance of the Aga-Khan Hospital Mombasa, thus resulting in a research gap. This research therefore, will be studying the organizational restructuring strategies adopted by the Aga-Khan Hospital in Mombasa, to get our research gaps and how it affects the organization's performance.

## 2.6 Conceptual Framework

### Independent Variable

#### Variable

Organizational Restructuring Strategies

### Dependent

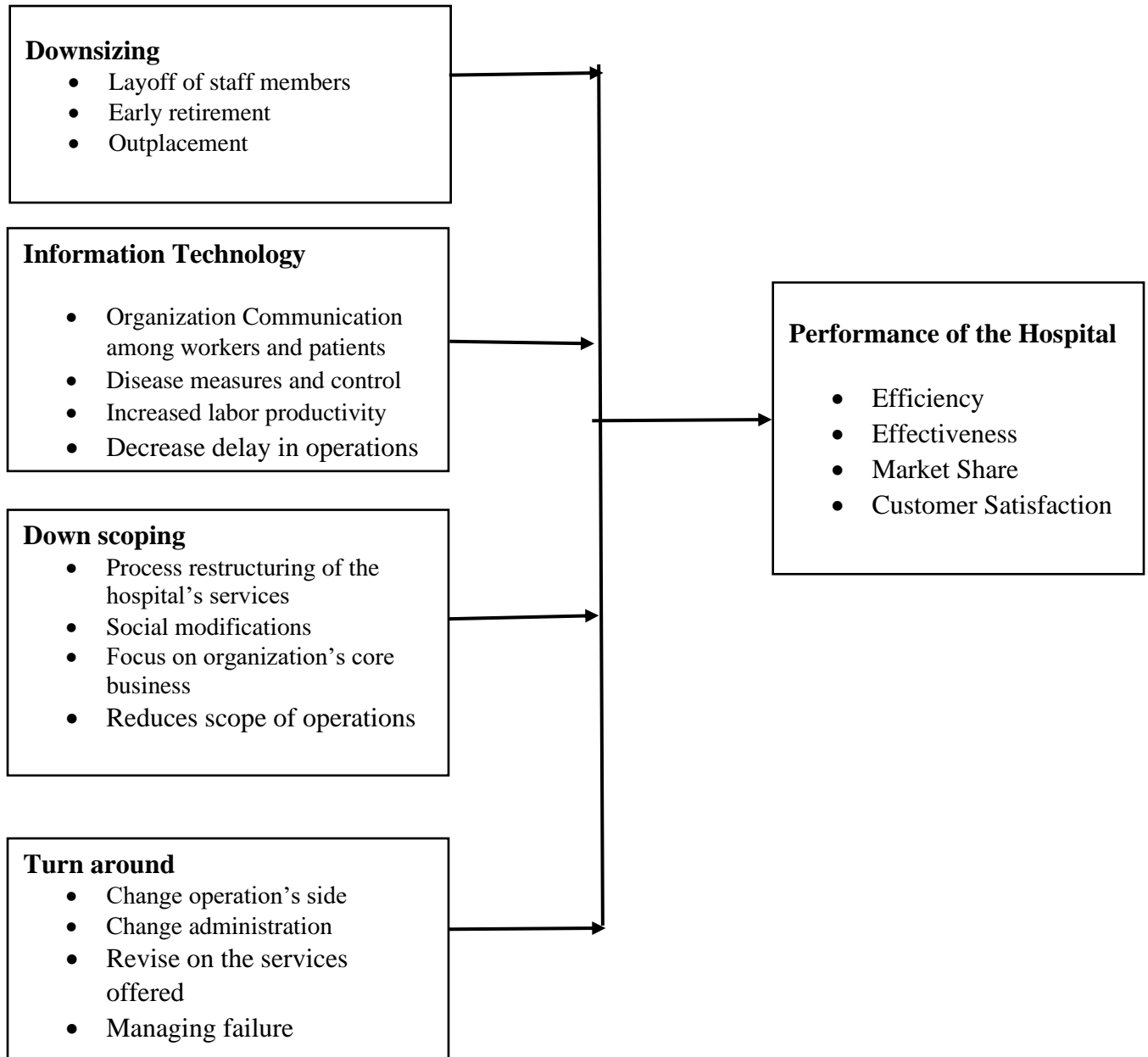


Figure 1.1: Conceptual Framework

Source: (Researcher, 2020)

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

Chapter three shows the research design that was adapted for the research, the targeted population and the sample to be conducted. Data collection methods, data analysis, validity, reliability and presentation is also discussed here.

### **3.2 Research Design**

The research had a descriptive research approach. Descriptive research design is suitable reason being the study needed an in-depth examination, which is an insightful information on organizational restructuring strategies on organization performance of the Aga-Khan Hospital in Mombasa was analyzed and obtained. Descriptive design enables the researcher to give the affairs as they are on the ground and also reveal the results (Kothari, 2008). “According to Kothari, the descriptive design is effective in collecting data that regards the population of the current practices and conditions.”

### **3.3 Target Population**

The target population, is the population that the researcher generalizes the findings of the study Rothman (2008). According to Fisher (2010) ,a population is defined as a set of people, elements, and services, group of things or households and events that are being investigated. Total population of hospital employees is 501-1000. This study targeted 78 employees, mostly the head management staff. The target population for the study were the employees of Outreach and professional services, nursing, ICT, and HR departments. These are in charge of setting and implementing the organizational restructuring practices that affects the performance of the hospital.



### 3.4 Sampling Design

Morris (1953) Argued that the sample size of the population, will depend on the purpose of the inquiry, and also what one wants to know, what is useful, what is at stake, what can be done with the available resources and time and lastly what will have the credibility. The study employed the use of simple random sampling to select the sample. The sample size formula (Kasomo, 2009) is given as;

$$S = \frac{X^2 NP(1 - P)}{d^2(N - 1) + X^2 P(1 - P)}$$

S= sample size

$X^2$  = chi square as per the table value for 1 degree freedom (1.96\* 1.96= 3.8416)

N= Population size

P= proportion of the population (this is assumed to be .50) for the sample size

d = the degree of accuracy that is expressed as a proportion (.05)

Therefore, the sample size is;

$$S = 74.896 \div 1.153 = 65$$

<b>Management Level</b>	<b>No. of employees</b>	<b>Sample size</b>
Outreach Professional services	18	15
Nursing	31	26
ICT	9	7
HR	20	17
<b>Total</b>	<b>78</b>	<b>65</b>

Table 3.1: No. of respondents from each groups

**3.5 Data Collection Instruments**

Data for the research was collected using a likert scale questionnaire, because it is easy to obtain primary data from. The likert scale questionnaire had open ended and closed ended questions that was administered to the target population. The questionnaires were given through a drop and pick method, this is where the researcher picked them after they are filled later on.

**3.6 Validity and Reliability**

The instrument was tested to see if it is accurate, before it is used. The instrument is tested to see whether it is valid or not. The accuracy and truthful of the research instrument is what is referred to as validity (Golafshani, 2008). Content and Construct validity was used for the research. In Content Validity, the questionnaires were issued to the employees. Construct validity was used through checking the theoretical and empirical review, that helped the researcher to get a deeper insight on the concepts of the research.

To determine the reliability of the instrument, the researcher conducted a pilot study two weeks before the first test was administered. The results were used to get the reliability of the instrument. Cronbach Alpha coefficient was used for the study. “A score of 0.7 or more is acceptable as noted by Orodho (2009).”

### **3.7 Data Collection Procedure**

Upon developing a research proposal under the guidance of the supervisor, permission was sought from NACOSTI authority so as to proceed with the research. The researcher made visits to the study area, so as to get to know the area and get valuable information for the research. After having permission, the researcher went ahead to collect data. When collecting data for the research, a total of 65 questionnaires collected through a drop and pick method. The researcher faced some limitations of picking up the questionnaires due to the COVID-19 protocols.

### **3.8 Data analysis and Presentation**

Descriptive analysis was used to measure central tendencies of the quantitative collected data such as mean, median and mode. The data was supplemented using qualitative data. Statistical Package for Social Sciences (SPSS), software was used to analyze quantitative data. The multiple regression model adopted was of the form

$$y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta + \varepsilon,$$

Where,

$\beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4$ ; are the regression co-efficient.

$Y$ = Performance of the Aga-Khan Hospital

$x_1$ = Downsizing

$x_2$ = Down scoping

$x_3$ = Information Technology

$x_4$ = Turn around

$\varepsilon_i$ = Error Term

The findings of the study was presented using of charts, graphs and tables. Graphs are good for showing the numeric information, structured, while the use of graphs and charts, are good for showing comparisons, relationships and trends.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

Chapter four represents the profiles of the respondents for the study. The frequencies, means, standard deviations, Cronbach alpha coefficients of reliability and correlations, and regression analysis are presented, interpreted and findings discussed.

##### 4.1.1 Reliability of the Research Instrument

Reliability is a measure of how the research instrument yields results after repeated trials. It is useful in finding accuracy and precision. To find out the reliability of the study instrument, The same test was given two weeks after giving out the first test. The results determined the reliability of the instrument. Cronbach Alpha coefficient is used for the study. “A score of 0.7 or more is correct as noted by Orodho (2009).” In this research conducted, a reliability coefficient mean of .8012 was found. Thus, this instrument, was used in the data collection.

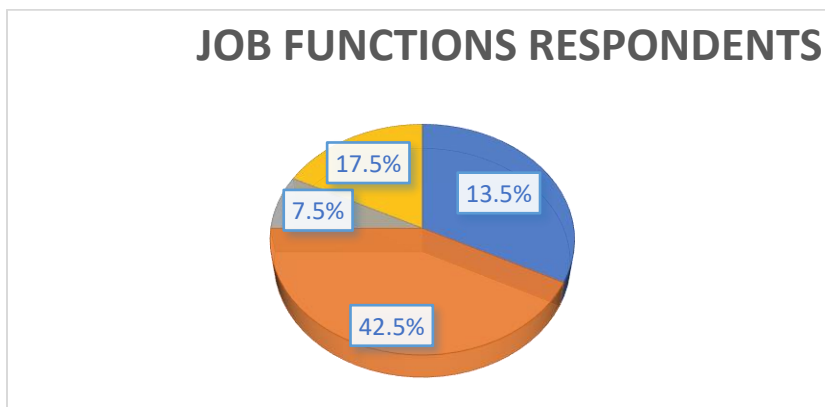
Table 4.1: Reliability analysis

Variable	Number of Items	Cronbach's Alpha
Information Technology	8	.806
Downsizing	8	.801
Downscoping	8	.786
Turnaround	8	.815
Performance of the Hospital	7	.798

Source: Sample Data (2021)

## 4.2 Response Rate

The response rate is made up of a summary of the data collected that will be useful to the end users. The total number of respondents from the four hospital departments that completed the questionnaire was 41 respondents out of the 65, which represents a response of 61.3%. This is good because a response rate of at least 50% and above is recommended. The table below shows the demographic characteristics of the respondents



**Figure 4.1: Distribution of respondents by Departments**

**Source: Survey Data (2021)**

Majority of the respondents, 42.5% were head of nursing, followed by HR, 17.5%, followed by the head of outreach professional services 13.5% and lastly is the ICT department 7.5%

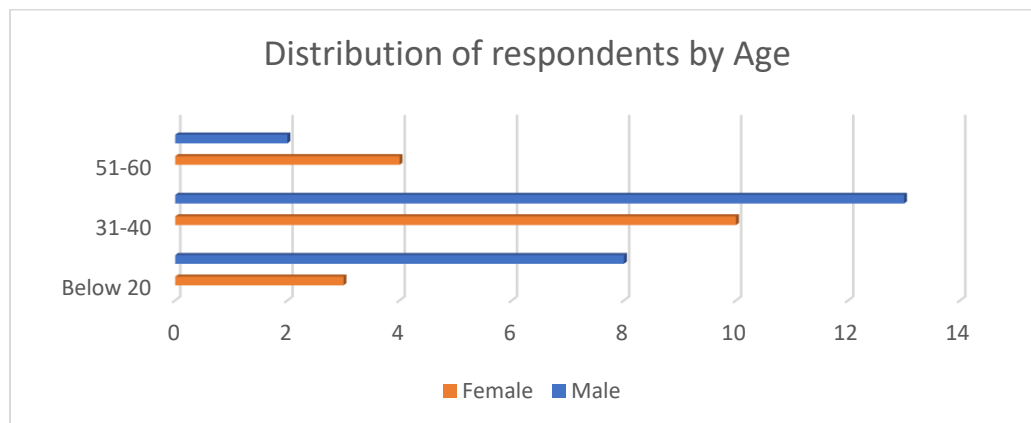
Table 4.2: Respondents by Departments

<b>Job functions respondents</b>		
<b>Occupation</b>	<b>No of respondents</b>	<b>%</b>
Professional services	13	32.50%
Nursing	17	42.50%
ICT	4	7.50%
HR	7	17.50%

### 4.3 Demographic Characteristics

The respondents distribution by age and gender as shown in the below figure in 4.2. The total number of male respondents was 57.5% and that of female was 42.5%.

Figure 4.2: **Distribution of Respondents by age and gender**



Results showed that the largest sample proportion by age were between the ages of forty one and fifty years old, followed by those between thirty one to forty years old.

**Table 4.3: Years of Experience**

<b>Years of experience</b>	<b>No</b>	<b>of</b>	<b>Average</b>	<b>years</b>	<b>of</b>
<b>Occupation</b>	<b>respondents</b>		<b>experience</b>		
Professional services	13		7		
Nursing	17		8		
ICT	4.		9		
HR	7		8		

For the years of experience, the respondents had an average of eight years of experience working in the different hospital departments which include the professional services outreach, nursing, ICT and HR, as shown in the above table 4.2. All of them were engaged in the management decision making, thus they were all knowledgeable in the organization's restructuring.

#### **4.4 Descriptive Statistics**

##### **4.4.1 Information Technology**

Rate of four or five, denoted that the respondents agreed that organization restructuring affects the performance of the Hospital. Ratings one or two denoted that the respondents were dissatisfied with the performance of the hospital. A rating of three was neutral. The results from the analysis are presented in Table 4.4 below.



**Table 4.4: Information Technology responses**

	<b>N</b>	<b>MEAN</b>	<b>SD</b>
Use of IT in the hospital has improved communication among the workers and patients	41	3.5366	1.14231
Use of IT in the hospital has increased the rate of Labour productivity	41	4.0976	1.20010
Use of IT has facilitated better detection of diseases, with the automated machines that are available	41	3.4146	1.54880
Use of IT in data collection in the hospital is now much better as compared to the previous paper work	41	3.5854	1.49959
Use of IT has facilitated easy measures of disease and control in the hospital so as to avoid the spread of disease	41	3.8049	1.16661
Use of IT in the hospital has decreased the delays in operations	41	2.0976	1.30009
Use of IT in the hospital has improved the use of office automation machines	41	3.6098	1.26250
Use of IT has brought about customer satisfaction in how the services are offered	41	3.5366	.74490
Valid N (list wise)		<b>3.45</b>	<b>1.2175</b>

Source: Research Data (2021)

The statement that the use of Information Technology in the hospital has increased the rate of Labour productivity was agreed by the majority of the respondents with the highest Mean, (Mean=4.09 and Standard deviation=1.20). These results are concurrent with McKay & Naswall (2013), study which record that an organization is going to improve its performance if Information Technology is embraced by an organization to improve on how they communicate in the end goal of achieving its goals and objectives. This therefore explains the reason as to why it had the highest Mean. The statement that IT usage in the hospital has decreased the delays in operations had the lowest Mean, (Mean=2.09 and Standard deviation=1.30) meaning, that majority of the respondents disagreed that despite the hospital has incorporated the use of IT, it still has delays on its normal operations.

Table 4.4 shows that the overall mean of Information Technology, being 3.45 indicated that majority of the respondents were neutral with it being applicable in the hospital. This gives a reflection that IT is moderately practiced in the hospital. Research findings by Williams (2015) are in agreement that most workers in an organization resist change from the obsolete way of operating things and embracing IT so as to work efficiently. This explains why some of the workers in the hospital are quite hesitant in embracing the use of Information Technology.

#### 4.4.2 Downsizing

Downsizing is an important strategy that aids the performance of the hospital. The researcher set out to establish the levels to which it is practiced in the hospital. A Likert scale was provided, and the participants in the hospital were requested to rate the response. The analysis of the results is shown in the table below.

**Table 4.5: Downsizing responses**

	N	MEAN	SD
Laying off some of the staff members in the hospital will lead to the hospital's improved performance	41	2.2683	1.04939
Encouraging early retirement among the staff members will improve on how the hospital offers its services	41	1.9512	1.04765
Downsizing of employees will lead to negative psychological impact on the employees working in the hospital	41	3.8049	1.34572
The employees will face a negative financial impact, as their monthly source of income will be cut off	41	3.8621	1.33343
Downsizing will lead the hospital to outpace some of its employees working at Aga-Khan	41	3.8049	1.30804

The hospital is prone to loose knowledge and experience if it decides to practice downsizing strategy	41	3.8049	1.34572
The remaining employees are prone to have increased workloads and pressure on their work	41	3.8537	1.33343
The remaining employees loose trust and security to the hospital's management system	41	3.8049	1.30804
Valid N (list wise)		<b>3.395</b>	<b>1.23</b>

Source: Research Data (2021)

Table 4.5 above shows the analysis of the responses on Downsizing as per the performance of the hospital. According to the statement of laying off some of the staff members in the hospital will lead to the hospital's improved performance, it had the lowest mean, (Mean= 2.26 and Standard deviation =1.04) meaning that majority of the respondents did not support the statement. The findings concur with a study conducted by Mohamoud (2017) that states; for an organization to perform well, it needs the expertise of well experience workers. Therefore, by laying off some of the employees, the hospital is going to lose some of its well experience workers in the organization. These workers are needed to improve the performance in the hospital. Most of the respondents neither agreed nor disagreed to the statements; the employees will face a negative financial impact, as their monthly source of income will be cut off, with the highest mean, (Mean= 3.862 and Standard deviation= 1.33). This meant that the employees in the hospital were not sure as to whether downsizing will negatively influence their monthly source of income. The findings were in agreement with a study conducted by Balogun (2008) that says the growing level of uncertainty in our changing business environment, has caused majority of people to not have a stable source of income, thus the negative financial impact.

The table shows that the average mean of downsizing was 3.39. This shows that most of the respondents neither agreed nor disagreed to majority of the statements. Which shows that majority of the respondents in the hospital disregarded the downsizing strategy, as it leads to negative performance. The findings agree with Hayes (2004) that when employees in the organization are not guaranteed their job security, in this case, downsizing, they will lose trust in their working environment and ethic, because they are not motivated to keep on working, which is caused by the rising level of job uncertainties in the organization.

#### 4.4.3 Downscoping

Downscoping is an important strategy that aids the performance of the hospital. The researcher set out to establish the levels to which it is practiced in the hospital. A Likert scale was provided, and the participants in the hospital were requested to rate the response. The results were shown in the table 4.6 below

**Table 4.6: Downscoping responses.**

	<b>N</b>	<b>MEAN</b>	<b>SD</b>
The hospital is able to change its processes and offer better services	41	3.7317	1.26539
The hospital is able to modify its social operations, such as social distancing of its patients as opposed to how things were before	41	2.6585	1.19603
By down scoping, the hospital is able to focus on its core business, of offering quality services to its patients and saving lives	41	3.7317	1.26539
Down scoping enables the hospital to reduce the scope of its operations that were not necessary to begin with	41	3.3171	1.21324
By down scoping, the hospital is in a better position to increase its market power as a Private hospital	41	3.3171	1.21324
The hospital is in a better position to learn and develop new capabilities	41	3.3415	1.23713
Down scoping enables the hospital to reshape its competitive scope	41	3.0732	1.38546
Unlike downsizing , down scoping enables the employees to be confident in their job security	41	3.1951	1.24939
Valid N (list wise)		<b>3.26</b>	<b>1.25</b>

Source: Research Data (2021)

The results on Downscoping strategy are presented on table 4.6 above. From the table above, most of the respondents neither agreed nor disagreed on the statement that the hospital is able to change its processes and offer better services. The statement had the highest mean, (Mean= 3.73 and Standard deviation= 1.26). Meaning that the hospital is not ready to focus on its main goals and objectives that it has put in place, meaning that the hospital is dealing with other functions apart from its major function. However, the majority of the respondents did not agree on the statement that the hospital is able to modify its social operations, such as social distancing of its patients as opposed to how things were before with the lowest mean, (Mean =2.25 and Standard deviation =1.19). These findings agree with the study conducted by (Schilling, 2016), which state that an organization is not able to perform better if it doesn't focus on its vision, mission, goals and objectives.

The overall mean of the variable downscoping strategy (Mean= 3.26 and Standard Deviation= 1.25), shows that the respondents neither agreed nor disagreed. This shows that downscoping strategy is practiced moderately by the Aga-Khan Hospital in Mombasa. Therefore, the hospital needs to come up with ways on how they can reduce the un-relatedness level of the company, so as to focus more on the organization's core values as per the study conducted by (Amato, 2009).

#### **4.4.4 Turnaround**

Turnaround is an important strategy that aids the performance of the hospital. The researcher set out to establish the levels to which it is practiced in the hospital. A Likert scale was provided, and the participants in the hospital were requested to rate the response. The results were presented in the table below.

**Table 4.7: Turnaround responses**

	<b>N</b>	<b>MEAN</b>	<b>SD</b>
Turnaround aids the hospital to change on its normal operations to a better one	41	3.0732	1.21223
The hospital's administration management is able to change for the better	41	2.2927	1.20921
The hospital is encouraged to revise on the services offered in the hospital, to a better one	41	3.5854	1.37796
The hospital is in a better position to manage on its failures	41	2.0976	.99511
Turnaround strategy will increase the market share in the long-run	41	3.5366	1.30571
Improvement on the hospital's Total Quality Management	41	3.6341	1.26008
Hospital's reputation and brand name is intact	41	3.4146	1.35970
Improved planning and execution on the hospital's future policies	41	2.8780	1.26876
Valid N (list wise)		<b>3.06</b>	<b>1.25</b>

Source: Research Data (2021)

Table 4.7 gives us an analysis of the Turnaround Strategy responses by the participants of the study. Most of the respondents neither agreed nor disagreed to the statement that, turnaround strategy will improve the hospital's Total Quality Management, with the highest Mean, (Mean= 3.63 and Standard Deviation= 1.26). This was supported by the study conducted by Crosby, (2008) that stated that by an organization embracing TQM, it is able to reduce and detect errors, improving the experience of the customers, and ensuring the employees are up to speed with the training they receive. The statement that the hospital's administration management is able to change for the better was negatively approached as majority of the respondents disagreed to it with the lowest mean, (Mean and Standard deviation of 2.28 and 1.20) respectively. The results of this could be as a result of the hospital not enforcing change to its workers. As the results found by Heskett, 2012,

the hospital needs to stick to the discussed tried change, so as to achieve its goals and objectives for the future.

The overall mean for the Turnaround strategy was (Mean= 3.06 and Standard deviation=1.25) which explains that most of the respondents neither agreed nor disagreed to the statements. The interpretation of this is that the participants agreed that Turnaround can be used as a restructuring strategy, but only at a moderate rate by the Aga-Khan Hospital in Mombasa.

#### 4.7 Performance of the Hospital

The researcher set out to establish the levels to which performance of the hospital is practiced. A Likert scale was provided, and the participants in the hospital were requested to rate the response.

The results were presented in the table 4.8 below

**Table 4.8:Performance of the Hospital responses**

	<b>N</b>	<b>MEAN</b>	<b>SD</b>
Average length of stay in the hospital is efficient	41	3.0732	1.21223
The bed occupancy rate in the hospital is effective	41	2.2927	1.20921
Patients in the hospital are satisfied with the services offered to them	41	3.5854	1.37796
Staff working in the hospital are not overworked and overwhelmed with the work done	41	2.0976	.99511
Quality services are offered in the private hospital	41	3.5366	1.30571
Higher rate of patient recovery	41	3.6341	1.26008
Affordable hospital prices offered in form of market share	41	3.4146	1.35970
Valid N (list wise)		<b>3.1</b>	<b>1.242</b>

Source: Research Data (2021)

Table 4.8 displays the analysis on performance of the hospital. Majority of the respondents neither agreed nor disagreed to the statement that there is a higher rate of patient recovery in the hospital with the highest mean, (Mean=3.63 and Standard deviation= 1.26). The results are supported by the study conducted by Bradlow (2007), that the rate of patient recovery in private hospitals are higher than that of the public hospitals due to how effective and efficient private hospitals are compared to the public hospitals. The respondents in the hospital disagreed to the statement that staff working in the hospital are not overworked and overwhelmed with the work done with the lowest mean (Mean = 2.34 and Standard deviation =1.07). The results correspond with the findings of Kotter (2013) which stated that when workers in an organization are overwhelmed with work, it leads to poor performance. This explains the fact that despite the hospital having good performance, the workers are working under pressure to achieve efficiency.

The overall mean and standard deviation, (Mean= 3.12 and Standard deviation=1.24) which did not meet the 4.00 scale. Therefore, this implies that performance of the hospital was not apprehensible. The hospital therefore needs to work on its efficiency, effectiveness, market share and customer satisfaction, so as to improve on the organization's performance.

#### **4.8 Correlation analysis study variables**

This section shows the correlation analysis among the study variables.



**Table 4.9: Correlation Analysis**

		Performance	IT	Downsizing	Downscoping	Turnaround
Performance	Pearson Correlation	1				
	Sig.(2tailed)					
IT	Pearson Correlation	.196	1			
	Sig.(2-tailed)	.219				
Downsizing	Pearson Correlation	.159	.118	1		
	Sig.(2-tailed)	.320	.461			
Downscoping	Pearson Correlation	.264	-.183	.070	1	
	Sig.(2-tailed)	.095	.251	.664		
Turnaround	Pearson Correlation	-.124	-.026	-.307	-.23	1
	Sig.(2-tailed)	.441	.873	.051	.161	

**Independent variables:** IT, Downsizing, Downscoping and Turnaround

**Dependent variable:** Performance

The analysis presented in the table 4.9 above shows that IT was positively correlated with the performance of the hospital with  $r=0.196$ ,  $p=0.219$  and  $\alpha=0.01$ . The positive relationship goes to show that when the management of the hospital improved on the usage of IT, it improved on its performance. The findings correspond with the previous study findings by Williams (2015) that stated; Information Technology is essential in organization performance as it has a positive correlation. Downsizing was also positively related to the hospital's performance with  $r=0.159$ ,  $p=0.320$  and  $\alpha=0.01$ . The results of the study variable is similar to the study conducted by Arvey (2009), which stated that some hospitals improve on its performance when it downsizes by improving on its cost cutting strategy and strategic focus. On the other hand, Downscoping also

was the most significant, having the greatest relationship with the dependent variable, and had a positive correlation with the performance of the hospital with  $r=0.264$ ,  $p=0.095$  and  $\alpha=0.01$ . The results indicated that continued focus on the main purpose of the hospital improved its performance. The findings concur with the study findings of Amato (2009) which stated that when an organization reduces unrelated issues of the company, then the organization will come up with ways to focus more on its core values which will result in an increase in its performance. Turnaround on the other hand, had  $r=-0.124$ ,  $p=0.44$  and  $\alpha=0.01$  which suggests that the relationship between Turnaround and organization Performance in the hospital is negative, weak and not significant. The negative correlation thus point on that when the hospital tried to change its ways of doing things, it was faced with resistance to change. The findings are corresponding with Kotter (2010) findings which states that when an organization changes its way of doing things, it is faced with the challenge of laggards resisting change.

#### **4.9 Multiple Regression Analysis**

The regression analysis is incorporated in this research so as to see the relationships in the study model of Organizational Restructuring Strategy and Organizational Performance of the Aga-Khan Hospital in Mombasa. The Independent and Dependent variables are derived from the mathematical; formula as follows;

$$y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta + \epsilon,$$

Where,

$\beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4$ ; are the regression co-efficient.

Y= Performance of the Aga-Khan Hospital

$x_1$ = Downsizing

$x_2$ = Down scoping

$x_3$ = Information Technology

$x_4$ = Turn around

$\varepsilon$ = Error Term

Table 4.10: Model Summary

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. Change
1	.379 <sup>a</sup>	.144	.049	1.42933	.144	1.512	4	36	.219

a. Predictors: (Constant), TURNAROUND, IT, DOWNSCOPING, DOWNSIZING

b. Dependent Variable: Performance

From the model, ( $R^2 = .144$ ) that the predictors namely Downsizing, Downscoping, Information Technology and Turnaround, which account for 14.4% variation for the organizational performance at the Aga-Khan Hospital in Mombasa. The adjusted  $R^2$  showed a general variation of the model. In this research, the adjusted  $R^2$  value is .049. Implying; if the information for the independent variables was gotten from its population as opposed to its sample, then it would have amounted to an average of 5% of variance of the hospital's performance. Change statistics were also used in the study to see if the variance in  $R^2$  is significant when the F ratio is used as shown above.

**Table 4.11: ANOVA for Organization Restructuring Strategies as a factor in Performance of the Hospital**

**ANOVA**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	12.355	4	3.089	1.512	.219 <sup>b</sup>
Residual	73.547	36	2.043		
Total	85.902	40			

a. Dependent Variable: Performance

b. Predictors: (Constant), TURNAROUND, IT, DOWNSCOPING, DOWNSIZING

The significant level ( $P > .05$ ). The model did not improve the capacity to predict the performance of the Aga-Khan Hospital in Mombasa.

**Table 4.12: Coefficients of Performance of the Aga-Khan Hospital in Mombasa**

**Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.097	1.594		.061	.952		
IT	.267	.178	.238	1.501	.142	.948	1.055
DOWNSIZING	.121	.189	.104	.640	.527	.893	1.120
DOWNSCOPING	.472	.257	.296	1.835	.075	.914	1.094
TURNAROUND	-.023	.192	-.019	-.117	.907	.864	1.158

a. Dependent Variable: Performance

The coefficients for the above shown variables shows us the amount of change one is to expect in the performance of the Hospital, given that there is a one unit change in the variable value, given that all the other variables are held constant. In this case, the constant is .097, this value is predicted if the other independent values amounts to zero. Standard regression coefficient of Information Technology, is .267. Meaning for every single unit increase for Information Technology, then there is a .267 unit increase in the Hospital's performance. The standard regression coefficients in this study, were important to compare the relative strength of the various predictors within the model.

In this study, the Beta coefficients are achieved if the results of the predictor variables are changed into standard scores. In this research, downscoping amounted to the highest Beta coefficient, strength and direction of (.296), and turnaround had the least Beta coefficient, strength and direction of (-.019). Therefore, an increase in one SD in downscoping, amounts to a .296 SD improvement in performance of the Aga-Khan hospital, and the other variables remain the same.

#### **4.9.1 Qualitative analysis of the Study**

The questionnaire had open ended questions. From the analysis, there were three themes from each of the four open ended questions as per the research objectives. These were the answers.

Out of the forty-one participants, the first theme respondents involved in the survey felt like IT affects performance of the hospital by increasing the level of treatments of the patients. The second theme respondents stated that IT did improve the performance of the hospital by improving the hospital's care and efficiency, which they felt they were adhered to. The last theme respondents, had the strongest opinion in that IT did improve the hospital's performance, by monitoring the disease control. A study conducted by Rothman (2008) who reported that controlling disease in

the hospital is an important factor in ensuring the hospital maintains its performance, which was in accordance with the theme of monitoring the disease control. IT generally had a positive effect on performance.

In downsizing, the first theme respondents felt like downsizing affects the performance of the hospital positively by saving costs. The hospital is not going to spend unnecessary funds on workers who are not needed. The second theme respondents; who were the majority, stated that downsizing affected the performance of the hospital positively, as the hospital is will be having energetic workforce. Lastly, the last theme respondents stated that the hospital will improve performance by downsizing as it will have a well-equipped workforce. Therefore, downsizing effects the performance of the hospital positively.

In downscoping, the first theme respondents stated that downscoping affects performance of the hospital, in that the hospital is able to develop new products and capabilities. Second theme respondents stated that downscoping improves the performance of the hospital by increasing its market share. Lastly, the last theme from the respondents stated that downscoping affects the performance of the hospital as it is able to focus on its major purpose and goals. This result agree with Hayes (2004) who reported that focusing on goals and objectives helps an organization to improve on its performance. Downscoping therefore, has a positive effect on performance.

Lastly, in turnaround strategy, the first theme respondents, who were the majority, stated that changing the old ways of performance to new ways will not improve on the hospital's performance. Second theme respondents stated that by practicing Turnaround strategy, the company can then focus on its strengths, weaknesses and threats, as conducted by Barnes (2015).The third theme

stated that the hospital will not improve on its performance if they were to focus Turnaround strategies because the employees in the hospital will resist change. This result agree with (McGee, 2015) who reported that workers are quit resistant in changing their old ways of doing things. Overall, Turnaround strategy has a negative effect on performance.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

Chapter five contains a summary of the findings of the research, conclusions from the analysis and recommendations, that suggests areas for further research. The study was set to find out the organizational restructuring strategies and performance of the Aga-Khan Hospital in Mombasa. The research was conducted using descriptive research design, and data was collected using structured questionnaires to 65 respondents, out of which 41 were fully completed and returned. This was a 61.3% response rate which was good enough for analysis.

#### **5.2 Summary of the findings.**

The findings of the hospital performance of the Aga-Khan Hospital in Mombasa was influenced by the study variables which comprised of; Information Technology, Downsizing, Downscoping and Turnaround. The discussions below give us a summary of the research variables.

##### **5.2.1 Information Technology**

On the Information Technology objective, majority of the respondents were neutral, as they neither agreed nor disagreed to the Information Technology is one of the factors that affects the performance of the Hospital. The correlation between Information Technology and Performance was both positive and significant, with  $r=0.196$ . Results from the multi-regression analysis of the study, also indicated that there is a positive relationship between Information Technology and performance of the Hospital. Information Technology is a key element that affects the performance of the Hospital (Williams, 2012). However, Information Technology was moderately practiced



by the Aga-Khan Hospital. It was found that it was important for the hospital to incorporate the use of IT so as to be efficient which will result in the improvement of its performance.

### **5.2.2 Downsizing**

Effect of Downsizing on the Hospital's performance was second in objective to this research. Study results reveals that most of the respondents neither agreed nor disagreed to the variable. Meaning, most of the respondents are not sure as to whether incorporating downsizing is going to improve the performance of the organization. The results showed a positive correlation between downsizing and performance, with  $r=0.159$ . In the multi-regression analysis, it showed that downsizing had an effect that was significant on performance of the hospital. This shows that there is a possibility that when downsizing is well practiced, then, there is a higher chance for the hospital to perform well. It was found out that downsizing aided the hospital in minimizing on its operational costs, thus affecting its performance (Rodgers, 2012).

### **5.2.3 Downscoping**

The study findings also showed that Downscoping as the third objective of the study, was not fully practiced by the hospital performance. A big number of the participants neither agreed nor disagreed that downscoping affects the performance of the hospital. From the findings of the correlation analysis, downscoping had a positive and significant correlation with performance of the hospital, with  $r=0.261$ . The positive correlation of the study implied that hospital performance improved significantly when it embraced downscoping. The results from the multi-regression revealed a great relationship between hospital's performance and downscoping.

#### **5.2.4 Turnaround**

The study also set out to find out the influence of Turnaround strategy and the performance of the hospital, which was the fourth objective of the study. The results of the analysis showed that Turnaround was not incorporated by the hospital. The mean and standard deviation of the analysis showed that majority of the respondents did not agree on the variable provided in the likert scale. According to the results, Turnaround was negatively correlated to the performance of the hospital, with  $r=-0.129$ . The relationship between Turnaround and the hospital performance was not statistically significant according to the results of the regression analysis. The negative correlation indicate that when the hospital improved on its turnaround strategy, the hospital performance declined. From the analysis results, it was evident that the hospital embraced the use of turnaround strategy, but the people resisted the change therein, making it hard to be efficient. Kotter (2006) also agreed to the fact that employees resist change when it is needed. The findings therefore indicated that Turnaround had a negative influence in the performance of the Hospital.

#### **5.3 Conclusion of the Study**

From the results, conclusions that IT has a positive effect on the hospital's performance. Information Technology had a positive correlation as seen in the Pearson analysis. The positive correlation and also positive results from the multi-regression analysis, was evident that IT had a great effect on the hospital's performance. Thus an improvement in Information Technology influences the performance of the hospital positively.

The study also found out that Downsizing had a correlation that was statistical and positive from the Pearson analysis. The findings from the regression analysis revealed that Downsizing had a positive effect on the hospital's performance. It was concluded that Downsizing promoted the retention of efficient workers in the hospital, which had a significant effect on organization

performance. Additionally, the results found out that Downscoping had a statistically positive correlation with performance of the hospital. There was also positive effect on Downscoping on performance of the hospital. The positive relationship showed that if Downscoping was improved in the hospital, it will also have a positive improvement of the hospital's performance.

Finally, it was established that Turnaround strategy had a negative correlation with performance of the Hospital. From the results, it was also established that Turnaround strategy had a negative relationship with the performance of the Hospital. It was therefore concluded that the inclusion of Turnaround strategy did not improve the performance of the Hospital, because it is not well implemented and embraced.

#### **5.4 Recommendations of the Study**

The findings of the study has serious implications to various stakeholders including, The Aga-Khan Hospital in Mombasa, policy makers in the Hospital sector, the government, Investors, as well as the general public. This results in several recommendations from the research. It was recommended that the Aga-Khan Hospital should have training programs on its workers. The training programs will aid the workers embrace Information Technology to perform effectively and efficiently, which will result in the improvement of performance in the long-run (Becker, 2019).

The hospital's management should empower and motivate the remaining employees in the organization with incentives that will motivate them to keep on working hard, as supported by the study conducted by Barnes (2007). This will help the hospital to improve on its performance, as it will have well experienced professionals working, which will result in wealth maximization.

The management of the hospital should come up with ways on how they can focus on its main mission in the organization. This will help the hospital to stop operating and functioning of unrelated functions in the hospital that will negatively affect its performance, and focus on its main vision, mission, goals and objectives. This will help the performance of the hospital (Montana, 2008).

It was therefore recommended that the management of the Hospital should educate and encourage the workers in the hospital to embrace its changing dynamics. By encouraging the workers to embrace the Turnaround strategy, the hospital is able to improve on its performance positively in the long-run.

Lastly, it was recommended that scholars should come up with other variables that could have a strong relationship with the performance of the hospital. Other studies that will be carried out in the future will bring about stronger variables to improve the performance of the hospital.

### **5.5 Suggestions for Further Research**

The current research was focusing on the organizational restructuring strategies on performance of the Aga-Khan Hospital in Mombasa. Future results should focus on their geographical scope location, as the results for this study are relevant to the Aga-Khan Hospital in Mombasa. Also, another potential area of further research, should be on finding out whether organizational restructuring practices have the same effect on another different industry apart from the medical industry, which the current study has covered.

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## **APPENDICES**

### **Appendix 1: Letter of Introduction**

Kimberley Miriam Magak,

School of Business,

Kenyatta University,

ID: D53/MSA/PT/25831/2018

Dear Respondent,

#### **RE: PARTICIPATION IN ACADEMIC SURVEY**

I am a student at Kenyatta University, working on my project in fulfillment of Master Degree in Business Administration. I am collecting data on “Organizational Restructuring Strategies on Performance of the Aga-Khan Hospital Mombasa.” My academic supervisor for this research is Dr. Linda Kimencu, who is a lecturer in the Department of Business Administration, in the School of Business.

This study is based on a voluntary basis. The questionnaire will take solely 5-8 minutes to complete. When you have completed the questionnaire, please give the hard copy back to me.

The information given in this questionnaire is going to be confidential. The participants are guaranteed anonymity, and no information concerning you or your company is going public during or after completing the study. I look forward for your participation in this study.

Regards,

Kimberley Miriam Magak

## Appendix 2: Approval Letter



KENYATTA UNIVERSITY  
GRADUATE SCHOOL

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

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

Website: [www.ku.ac.ke](http://www.ku.ac.ke)

Internal Memo

FROM: Dean, Graduate School

DATE: 29<sup>th</sup> April, 2021

TO: Miriam Magak Kimberley  
C/o Business Administration Dept.

REF: D53/MSA/PT/25831/2018


SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 28<sup>th</sup> April, 2021 approved your Research Project Proposal for the MBA Degree Entitled, "Organizational Restructuring Strategies and Performance of the Aga-Khan Hospital Mombasa".

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 and Progress Report Forms per semester. The forms are available at the University's Website under Graduate School webpage downloads.

Thank you.

  
ELIJAH MUTUA  
FOR: DEAN, GRADUATE SCHOOL

c.c.: Chairman, Business Administration Department.

Supervisor:

1. Dr. Linda Kimencu  
C/o Department of Business Administration  
Kenyatta University

EM/enj

### Appendix 3: Research Authorization Letter



**KENYATTA UNIVERSITY  
GRADUATE SCHOOL**

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

P.O. Box 43844, 00100  
NAIROBI, KENYA  
Tel. 8710901 Ext. 57530

Website: [www.ku.ac.ke](http://www.ku.ac.ke)

Our Ref: D53/MSA/PT/25831/2018

DATE: 29<sup>th</sup> April, 2021

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

Dear Sir/Madam,

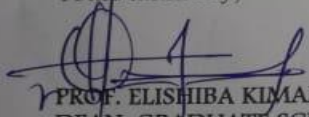
**SUBJECT: RESEARCH AUTHORIZATION FOR MIRIAM MAGAK KIMBERLEY- REG. NO. D53/MSA/PT/25831/2018**

I write to introduce Ms Miriam Magak Kimberley who is a Postgraduate Student of this University. She is registered for MBA degree programme in the Department of Business Administration.

Ms Kimberley intends to conduct research for a MBA Project Proposal entitled, "Organizational Restructuring Strategies and Performance of the Aga-Khan Hospital Mombasa".

Any assistance given will be highly appreciated.

Yours faithfully,

  
**PROF. ELISHIBA KIMANI**  
**DEAN, GRADUATE SCHOOL**

EK/enj

# Appendix 4: Permit License

Republic of Kenya  
National Commission for Science, Technology and Innovation  
NACOSTI

**Ref No: 826436**

**RESEARCH LICENSE**



**This is to Certify that Miss. Miriam Kimberley Magak of Kenyatta University, has been licensed to conduct research in Mombasa on the topic: ORGANIZATION RESTRUCTURING STRATEGIES ON PERFORMANCE OF THE AGA-KHAN HOSPITAL IN MOMBASA for the period ending : 27/September/2022.**

**License No: NACOSTIP/21/13245**

**826436**  
**Applicant Identification Number**

**Director General**  
**NATIONAL COMMISSION FOR**  
**SCIENCE, TECHNOLOGY &**  
**INNOVATION**

**Verification QR Code**



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

## Appendix 5: Questionnaire

**Instructions:** Please respond to the following questions and where applicable, please mark the relevant box with a tick (✓) **SD=** Strongly Disagree, **D=** Disagree, **N=** Neutral, **A=** Agree, **SA=** Strongly Agree.

### SECTION A: GENERAL INFORMATION

What is your gender? Male  Female

What is your age?

Below 20  20-30  31-40   
41-50  51-60  Above 60

How long have you been working in the organization?

Less than 1 year  1-5 years   
6-10 years  11-15 years   
More than 15 years

What is your position in the organization?

Specify.....

Indicate your highest level of qualification.

Secondary education

Certificate/Diploma

Graduate

Masters

Doctorate



**SECTION B: INFORMATION TECHNOLOGY STRATEGY**

Please respond to the following questions and where applicable, please mark the relevant box with a tick (✓) **SD**= Strongly Disagree, **D**= Disagree, **N**= Neutral, **A**= Agree, **SA**= Strongly Agree.

Statement	SD	D	N	A	SA
Use of IT in the hospital has improved communication among the workers and patients					
Use of IT in the hospital has increased the rate of Labour productivity					
Use of IT has facilitated better detection of diseases, with the automated machines that are available					
Use of IT in data collection in the hospital is now much better as compared to the previous paper work					
Use of IT has facilitated easy measures of disease and control in the hospital so as to avoid the spread of disease					
Use of IT in the hospital has decreased the delays in operations					
Use of IT in the hospital has improved the use of office automation machines					
Use of IT has brought about customer satisfaction in how the services are offered					

How else does Information Technology influence Performance of the Aga-Khan Hospital?

.....

**SECTION C: DOWNSIZING STRATEGY**

Please respond to the following questions and where applicable, please mark the relevant box with a tick (✓) **SD**= Strongly Disagree, **D**= Disagree, **N**= Neutral, **A**= Agree, **SA**= Strongly Agree.

<b>Statement</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
Laying off some of the staff members in the hospital will lead to the hospital's improved performance					
Encouraging early retirement among the staff members will improve on how the hospital offers its services.					
Downsizing of employees will lead to negative psychological impact on the employees working in the hospital					
The employees will face a negative financial impact, as their monthly source of income will be cut off					
Downsizing will lead the hospital to outplace some of its employees working at Aga-Khan					
The hospital is prone to loose knowledge and experience if it decides to practice downsizing strategy					
The remaining employees are prone to have increased workloads and pressure on their work					
The remaining employees loose trust and security to the hospital's management system					

How else does Downsizing influence Performance of the Aga-Khan Hospital?

.....

**SECTION D: DOWN SCOPING STRATEGY**

Please respond to the following questions and where applicable, please mark the relevant box with a tick (✓) **SD**= Strongly Disagree, **D**= Disagree, **N**= Neutral, **A**= Agree, **SA**= Strongly Agree.

Statement	SD	D	N	A	SA
The hospital is able to change its processes and offer better services					
The hospital is able to modify its social operations, such as social distancing of its patients as opposed to how things were before					
By down scoping, the hospital is able to focus on its core business, of offering quality services to its patients and saving lives.					
Down scoping enables the hospital to reduce the scope of its operations that were not necessary to begin with					
By down scoping, the hospital is in a better position to increase its market power as a Private hospital					
The hospital is in a better position to learn and develop new capabilities					
Down scoping enables the hospital to reshape its competitive scope					
Unlike downsizing , down scoping enables the employees to be confident in their job security					

How else does Down scoping influence Performance of the Aga-Khan Hospital?

.....

**SECTION E: TURNAROUND STRATEGY**

Please respond to the following questions and where applicable, please mark the relevant box with a tick (✓) **SD**= Strongly Disagree, **D**= Disagree, **N**= Neutral, **A**= Agree, **SA**= Strongly Agree.

Statement	SD	D	N	A	SA
Turnaround aids the hospital to change on its normal operations to a better one.					
The hospital's administration management is able to change for the better					
The hospital is encouraged to revise on the services offered in the hospital, to a better one					
The hospital is in a better position to manage on its failures					
Turnaround strategy will increase the market share in the long-run					
Improvement on the hospital's Total Quality Management					
Hospital's reputation and brand name is intact					
Improved planning and execution on the hospital's future policies					

How else does Turnaround strategy influence Performance of the Aga-Khan Hospital?

.....

**SECTION F: PERFORMANCE OF THE HOSPITAL**

Please respond to the following questions and where applicable, please mark the relevant box with a tick (✓) **SD**= Strongly Disagree, **D**= Disagree, **N**= Neutral, **A**= Agree, **SA**= Strongly Agree.

<b>Statement</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
Average length of stay in the hospital is efficient					
The bed occupancy rate in the hospital is effective					
Patients in the hospital are satisfied with the services offered to them					
Staff working in the hospital are not overworked and overwhelmed with the work done					
Quality services are offered in the private hospital					
Higher rate of patient recovery					
Affordable hospital prices offered in form of market share					

THANK YOU FOR YOUR TIME AND COOPERATION