TOTAL QUALITY MANAGEMENT PRACTICES AND PERFORMANCE OF LEVEL FOUR HOSPITALS IN KILIFI COUNTY, KENYA

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D53/OL/27278/2013

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NOVEMBER, 2022
DECLARATION

I declare that this research work is entirely my own work and hasn't been presented to a different university for a degree or another accolade.

Signature________________________  Date________________________

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ADMISSION NUMBER: D53/OL/27278/2013

I have approved the submission of this research project for review in my capacity as the duly authorized University Supervisor.

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DEDICATION

This research project is dedicated to my entire family, particularly my mother who has supported and inspired me immensely during the process of this study.
ACKNOWLEDGMENT

I thank Dr. David Kiiru for the academic insight and professional support during the project's writing. I'm appreciative of the Kenyatta University staff for their assistance throughout my project development. Special gratitude to all who made the development of the project a success.
# TABLE OF CONTENT

DECLARATION.............................................................................................................. ii

DEDICATION .................................................................................................................. iii

ACKNOWLEDGMENT ........................................................................................................ iv

TABLE OF CONTENT ........................................................................................................ v

LIST OF TABLES ............................................................................................................... viii

LIST OF FIGURES ........................................................................................................... ix

ABBREVIATIONS AND ACRONYMS ............................................................................... x

OPERATIONAL DEFINITION OF TERMS ...................................................................... xi

ABSTRACT ...................................................................................................................... xii

CHAPTER ONE: INTRODUCTION ..................................................................................... 1

1.1 Background of the Study ........................................................................................... 1

1.1.1 Performance of Hospitals ...................................................................................... 2

1.1.2 Total quality management practices ...................................................................... 4

1.1.3 Health Sector in Kilifi County .............................................................................. 5

1.2 Statement of the Problem ......................................................................................... 6

1.3 Objectives of the Study ............................................................................................ 7

1.3.1 General Objective ................................................................................................. 7

1.3.2 Specific Objectives ............................................................................................... 7

1.5 Significance of the Study ......................................................................................... 8

1.6 Scope of the study .................................................................................................... 8

1.7 Limitations of the study ........................................................................................... 9

1.8 Organization of the study ......................................................................................... 9

CHAPTER TWO: LITERATURE REVIEW ......................................................................... 10

2.1 Introduction .............................................................................................................. 10
2.2 Theoretical literature review ................................................................. 10
  2.2.1 Kaizen Theory .............................................................................. 10
  2.2.2 Coordination theory ..................................................................... 12
  2.2.3 Empowerment Theory .................................................................. 12
  2.2.4 Crosby Theory .............................................................................. 13
  2.2.5 Balanced Scorecard Model ............................................................. 15

2.3 Empirical Literature Review ............................................................... 16
  2.3.1 Health Care Continuous Improvement and Performance .............. 16
  2.3.2 Customer Focus and Performance ............................................... 17
  2.3.3 Employee Empowerment and Performance .................................... 18
  2.3.4 Top Management Commitment and Performance ......................... 18

2.4 Summary of Literature and Research Gaps ......................................... 19
  2.5 Conceptual Framework ..................................................................... 22

CHAPTER THREE: RESEARCH METHODOLOGY ........................................... 23
  3.1 Introduction ......................................................................................... 23
  3.2 Research Design ............................................................................... 23
  3.3 Target Population ............................................................................ 23
  3.4 Sampling Design and Size ................................................................. 24
  3.5 Data Collection Instrument ............................................................... 25
  3.6 Reliability and Validity ..................................................................... 25
    3.6.1 Reliability .................................................................................... 25
    3.6.2 Validity ....................................................................................... 26
  3.7 Data Collection Procedure ................................................................. 27
  3.8 Data Analysis and presentation ......................................................... 27
  3.9 Ethical Considerations ...................................................................... 28
<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Summary of Literature Review and Research Gaps</td>
<td>20</td>
</tr>
<tr>
<td>3.1</td>
<td>Targeted Population</td>
<td>24</td>
</tr>
<tr>
<td>3.2</td>
<td>Sample Size</td>
<td>25</td>
</tr>
<tr>
<td>4.1</td>
<td>Response Rate</td>
<td>29</td>
</tr>
<tr>
<td>4.2</td>
<td>Respondents’ Highest Level of Education</td>
<td>30</td>
</tr>
<tr>
<td>4.3</td>
<td>Health Care Continuous Improvement</td>
<td>32</td>
</tr>
<tr>
<td>4.4</td>
<td>Customer Focus</td>
<td>33</td>
</tr>
<tr>
<td>4.5</td>
<td>Employee Empowerment</td>
<td>35</td>
</tr>
<tr>
<td>4.6</td>
<td>Top Management Commitment</td>
<td>36</td>
</tr>
<tr>
<td>4.7</td>
<td>Performance</td>
<td>38</td>
</tr>
<tr>
<td>4.8</td>
<td>Model Summary</td>
<td>39</td>
</tr>
<tr>
<td>4.9</td>
<td>Analysis of Variance</td>
<td>39</td>
</tr>
<tr>
<td>4.10</td>
<td>Coefficients</td>
<td>40</td>
</tr>
</tbody>
</table>
LIST OF FIGURES

Figure 2.1 Conceptual Framework ................................................................. 22
Figure 4.1 Respondents’ Gender ................................................................. 30
Figure 4.2 Respondents’ Years Worked in the Hospital ............................. 31
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEA</td>
<td>Data Envelopment Analysis</td>
</tr>
<tr>
<td>EFA</td>
<td>Exploratory Factor Analysis</td>
</tr>
<tr>
<td>EHPA</td>
<td>External Hospital Performance Assessment</td>
</tr>
<tr>
<td>HCW</td>
<td>Healthcare Waste</td>
</tr>
<tr>
<td>HIS</td>
<td>Health Information Systems</td>
</tr>
<tr>
<td>HRM</td>
<td>Human resource Management</td>
</tr>
<tr>
<td>KEMRI</td>
<td>Kenya Medical Research Institute</td>
</tr>
<tr>
<td>KHSF</td>
<td>Kilifi County Health Strategic Framework</td>
</tr>
<tr>
<td>KMO</td>
<td>Kaiser-Meyer-Olkin</td>
</tr>
<tr>
<td>MOH</td>
<td>Ministry of Health</td>
</tr>
<tr>
<td>RRHs</td>
<td>Regional Referral Hospitals</td>
</tr>
<tr>
<td>SACCOs</td>
<td>Savings and Credit Cooperatives</td>
</tr>
<tr>
<td>WHO</td>
<td>World Health Organization</td>
</tr>
</tbody>
</table>
OPERATIONAL DEFINITION OF TERMS

Customer Focus: Customer focus in the study is defined as having customer feedback systems, affordable healthcare and handling customer complaints.

Continuous Improvement: The ongoing improvement of products, services or processes through incremental and breakthrough improvements.

Employee Empowerment: Employee empowerment in the study includes autonomy in decision making, allowances and appreciation and recognition of employees.

Health care continuous improvement: Health care continuous improvement in the study includes process and systems quality, training workers and benchmarking.

Performance: The performance in the study includes net profits, repeat customers and service delivery.

Top Management Commitment: Top management Commitment in the study consists of quality leadership, adequacy in Resources allocation and quality policy.
ABSTRACT

The performance of the public hospitals in Kenya has not been optimal. It is estimated that more than 74,000 children in Kenya die every year before reaching five years due to the poor service quality of the hospitals. In Kilifi County, the performance of some public hospitals has been dismal, leading to loss of life. The infant mortality rate in the county was 51.13 in 2015, 50.06 in 2016, 49.83 in 2017, 49.62 in 2018 and 49.59 in 2019. Thus, the study sought to examine the relationship between total quality management practices and the performance of Level four Hospitals in Kilifi County. The study was based on five theories: kaizen theory, coordination theory, empowerment theory, Crosby theory and balanced score model. The explanatory research design was utilised in this study. The targeted population was 303. The unit of analysis included Kilifi level four hospital, Mariakani level four hospital, Malindi level four hospital and Tawfiq level four hospital. The study used the stratified random technique to select the respondents. The sample size was 172 respondents, obtained using the Yamane formula. Content analysis was used to examine the qualitative data and the results were presented in writing. Quantitative results included both descriptive and inferential statistics. The study found the health care continuous improvement, customer focus, employee empowerment and top management commitment had a positive and significant relationship with the performance of level 4 hospitals in Kilifi County. The study concluded that the hospitals the employees are motivated through benchmarking which enable a mindset and culture of continuous improvement and the hospital management encourages engagement of employees in decision making. The hospitals offer prices that are affordable to their which has enabled it to increase their client base and hence better performance. The hospital has empowered their employees by laying trust on them and motivates them for better performance. The management of the hospitals are committed towards seeing better performance of the level four hospitals within the County. The study recommended that the hospitals should guarantee that there is effective communication which is a key element for the continuous culture through conveyance of the right message on the right time to enable the employees align with the corporate culture. The hospital management should first identify customer needs and expectations. Seek and promote customer feedback by allowing the customers to share their views of the hospitals on an individual basis. The hospital management should carry out delegation of duties to employees with and intention to grow and develop the capabilities and responsibilities of its employees. The hospital management should build better employee-employer relationships by indispensably motivate its workforce, give due credit and recognize a job well done and ensure that the employees are regularly and steadily consulted about critical decisions.
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The performance and sustainability of the hospital are beneficial to society (Gabra, Yousef & Abood, 2019). There are two critical measures of any institution's performance: financial and non-financial. Financial performance metrics are extracted from the published accounts and information of the company (Valentine, 2017). Financial performance measures are the ultimate goal for any business (Ngothi, 2020; Shambaro, 2017; Lala, Ndinya, Ogada, Chepkulei, Omido & Apollo, 2019). The non-financial measures of the performance are subjective and can incorporate customer satisfaction, employee retention and customer service (Choge, 2020).

The performance of the hospitals and notably the public ones can be determined through customer satisfaction, mortality rate, quality of service, employee satisfaction and timeliness in attending to a client (Phan, Nguyen, Nguyen & Matsui, 2019; Alshourah, 2021; Fatima & Mahaboob, 2018). Some scholars, Metcalf, Habermann and Stoller (2018), Ngabonzima, Asingizwe and Kouveliotis (2020), Kavulya, Muturi, Rotich and Ogollah (2018) and Sajld (2019), maintain that the Total quality management (TQM) practices are significant in determining the performance.

TQM practices are a management system anchored on the principle that each employee must be concerned with setting high work standards in each activity of an organization's operations (Ivelia, 2018). TQM aim to attain excellence involving all organization's employees (Zaid, Arqawi, Mwais, Al Shobaki & Abu-Naser, 2020). The TQM can be animated by health care regular improvement, client oriented, empowerment of workers and top management dedication (Metcalf, Habermann, Fry & Stoller, 2018; Ngure & Waiganjo, 2018).

Globally, in Malaysia, Ahmad, Nee, Nor, Wei, Hassan and Hamid (2017) indicate that TQM practices like health care regular improvement and employee empowerment have a positive impact on performance. Moreover, Sajld (2019) shows that worker empowerment is positively associated with worker performance in private hospitals in

Moreover, in Ethiopia, it is reported by Getele & Jean (2020) that TQM practices have a positive and significant impact on delivering of services among the hospitals in the country. It is noted that total quality management practices can include client oriented, worker empowerment and management dedication. Employee empowerment and job satisfaction are positively related (Mutiso, 2017). Moreover, Kavulya, Muturi, Rotich and Ogollah (2018) indicate that the client-oriented method significantly impacts performance. Moreover, Mwikali & Bett (2019) indicate that TQM practices positively and significantly affect the delivery of services at the Nairobi hospital. In addition, Valentine (2017) shows that training and employee development positively affect worker performance at Kakamega County General Hospital.

Thus, according to the previous studies, it can be evidenced that TQM practices are fundamental in enhancing the performance of various institutions. Therefore, the consideration of the TQM practices could effectively improve the performance of the Kenyan hospitals since they have been facing challenges in performance. Health care prices are increasing daily; hospitals are in dilapidated states and death rates are rising (Ngure & Waiganjo, 2018). It is estimated that more than 74,000 children in Kenya die every year before reaching five years due to the poor service quality of the hospitals (Dennis, Benova, Abuya, Quartagno, Bellows & Campbell, 2019). Thus, conducting the current study is indispensable for policy formulations.

1.1.1 Performance of Hospitals

Hospitals' performance can be determined through financial and non-financial performance indicators (Moore, Robbins, Quinn & Arbogast, 2021). Financial performance measures, also termed subjective measures, relate to economic indicators, such as profitability, sales growth, return on assets, or sales (Wu, Deng, Wang & Wang,
Good performance is essential for every institution and cannot just be thought to be performing when it cannot be gauged, monitored and tested against the set requirements. Hospital performance evaluation is a significant management element that influences hospitals' quality and quantity of healthcare delivery (Tasi, Keswani & Bozic, 2019). Health care administration and leadership are required to make decisions and ensure that the hospital provides quality, accessible and affordable healthcare services.

The hospitals' performance, notably the public ones, can be determined through customer satisfaction, mortality rate, quality of service, employee satisfaction, and timeliness in attending to a client (Fatima & Mahaboob, 2018). The performance of the hospitals is essential in enhancing the livelihood of people. World Health Organization (2003) and Ravaghi, Alidoost, Mannion and Bélorgeot (2020) discovered that measuring health care facility performance is essential for hospital quality enhancement. Further, Sultan and Crispim (2018) reported that measuring hospital performance concentrate on looking at the service improvement, waiting time, results, the satisfaction of the patients, innovations, management of resources, efficiency, patient and workers safety, accessibility to the health care facility, life expectancy at birth and infant mortality.

Moreover, Craig, McKillop, Huang, George, Punwani and Rhee (2020) states that the death rate in hospitals is one of the critical determinants of the performance within the hospital. The hospital with a low death rate has high performance, while hospitals with a high death rate can be categorized as underperforming. Thus, the hospitals' performance is not only critical to the hospitals only but is a matter of consideration to the entire society due to their roles. The hospitals are deemed to the more efficient in the process of the provision of the services and this can be the starting point of stimulating the economic development of a region. In most countries, the infant death rate is used to show the health status and well-being or the level of impoverishment in matters to do with health (Otieno, 2016, Lane, Sturgess, Philip, Markham, Martin & Haines, 2018; Oloo, Atambo, & Muturi, 2017).

In the current study, the performance indicators will include net profits, service delivery and a repeat of customers. The quality of service and patient satisfaction has a significant effect on health care. Patients' perceptions of hospital facilities influence the picture and
cost-effectiveness of the health care facility (Abuga, Kariuki, Kinyanjui, 2018). Perceived service quality determines patients' loyalty, affecting the hospital's overall performance. Thus, the most significant indicators deemed core to determine the hospitals' performance include net profits, a repeat of customers and service delivery.

1.1.2 Total Quality Management Practices

TQM practices aim to achieve excellence involving all employees (Zaid, Arqawi, Mwais, Al Shobaki & Abu-Naser, 2020). In healthcare settings, the performance of the employees can be measured based on the health outcomes and patient satisfaction (Yousef, 2017). It was indicated by Gabra, Yousef and Abood (2019) that knowing the problems that hinder TQM execution enables an organization to create more effective techniques for executing TQM in healthcare. The TQM can include health care regular improvement, client oriented, worker empowerment and top management deviation (Ishijima, Miyamoto, Masaule & John, 2021; Kavulya, Muturi, Rotich & Ogollah, 2018; Sajld, 2019; Mutiso, 2017; Mwikia, 2020; Leonard & Needham, 2020; Mwikali & Bett, 2019).

Healthcare Kaizen is a lean tool that concentrates on small, regular advancements within the workplace (Goyal & Law, 2019). Healthcare Kaizen assists by regulating workflow, enhancing organization, improving safety, and utilizing resources (Bortolotti, Boscari, Danese, Suni, Rich & Romano, 2018). Kaizen anticipates increasing productivity, efficiency, safety, and waste reduction (Ishijima, Miyamoto, Masaule, & John, 2021). Every small modification brings about a small improvement and as time goes by, these small improvements contribute to substantial steps in effectiveness, quality, safety, and workplace culture (Harry, 2021).

Customer focus incorporates putting the customers' needs first in an organization or institution (Baashar, Alhussian, Patel, Alkawi, Alzahrani, Alfarraj & Hayder, 2020). It was noted by Gonzalez (2019) that when the needs of the customers are met, the customers stick to the organization and repeat purchases of the goods or services will increase. The customer focus can expand the customer base due to the referrals. The customer focus is on intensifying customer satisfaction (Aburayya, Marzouqi, Alawadhi,
Abdouli & Taryam, 2020). The customer focus can increase the performance of an organization due to higher satisfaction of the employees.

Empowerment plays an essential role in retaining healthcare workers in the healthcare sector. Worker empowerment is recognized as one of the management techniques that can be used universally in all institutions to deal with the requirements of the employees (Gabra, Yousef & Abood, 2019). The focus on TQM practices aids workers know their target clients before making any modifications in the means and systems to deliver good and quality products/services for customer satisfaction (Li, Pomegbe, Dogbe & Novixoxo, 2019).

Top management commitment may be essential in determining the performance of an organization. The top management makes a decision that will need to be followed by everyone in an organization (Tarigan, Siagian & Jie, 2020). The higher management encourages more effort into customers' total quality and satisfaction (Dubey, Gunasekaran, Childe, Papadopoulos, Hazen & Roubaud, 2018). Management dedication to safety is a distinctive and vital component of safety climate that refers to employees' views of the level their managers value and assist great working and are committed to employee’s safety. Thus, in the current study, TQM indicators will include regular health care, client orientation, worker empowerment, and top management dedication.

1.1.3 Health Sector in Kilifi County

In 2014, the Republic of Kenya noted that it has various healthcare facilities, which begin with the community healthcare facilities and then go on to high levels of healthcare facilities where complex scenarios are referred to. Dispensaries and small health centers are the basic healthcare facilities. Public hospitals in Kenya are categorized into six levels depending on the infrastructure (Nzinga, McKnight, Jepkosgei & English, 2019). In the study, only level four hospitals will form the unit of analysis. Level 4 sub-county healthcare facilities take care of around 100,000 individuals. In Kilifi County, the numbers of level four hospitals are four. These include Kilifi level four hospital, Mariakani level four hospital, Malindi level four hospital and Tawfiq level four hospital (MoH, 2017).
However, the quality of services from the public hospitals in Kenya has been inadequate. In some cases, poor performance has characterized the hospitals (Barasa, Cleary, Molyneux & English, 2017). In Kenya, the performance of public hospitals has not been optimal. The health care facilities are currently encountering challenges on various accounts. The prices of medicines are increasing daily, hospitals are dilapidated, death rates are rising, and hospitals are destitute (Ngure & Waiganjo, 2018). It is estimated that 74,000 children in Kenya die every year before reaching the age of 5 years (Dennis, Benova, Abuya, Quartagno, Bellows & Campbell, 2019).

In addition, Kenya still has a relatively high infant mortality rate at 362 deaths per 100,000 live births (Abuga, Kariuki, Kinyanjui, 2018). Further, there have been regular countrywide strikes of medics in the public hospital, citing poor working conditions and the government's failure to address their grievances (Kithinji, 2019). The infant mortality rate in Kilifi County was 51.13 in 2015, 50.06 in 2016, 49.83 in 2017, 49.62 in 2018 and 49.59 in 2019. Tengah and Otieno (2019) reported that public hospitals in Kilifi County lack enough health workers, which deteriorates the performance of these hospitals. This forms the motive behind the conducting of the present research.

1.2 Statement of the Problem

The public hospitals performance in Kenya has not been optimal. The quality in healthcare is still a distant dream for hospitals in Kenya. In Kilifi County, the performance of some public hospitals has been dismal, leading to loss of life. The infant mortality rate in the county was 51.13 in 2015, 50.06 in 2016, 49.83 in 2017, 49.62 in 2018 and 49.59 in 2019 (United Nations Inter-Agency Group for Child Mortality Estimation, 2020). This implies an average of 49 deaths per 1000 live births between 2015 and 2019. Moreover, it is reported that level four hospitals in Kilifi County have inadequate doctors and nurses to attend to patients despite the private hospitals in the region having enough doctors and nurses (Tengah & Otieno, 2019).

This forms the motive behind the current study to evaluate the effect of TQM practices on the performance of public healthcare facilities in Kilifi County. The preceding studies are inadequate to make comprehensive inferences regarding level four hospitals in Kilifi County. For instance, Oloo, Atambo and Muturi (2017) examined the impact of
procurement procedures on the effectiveness of Kenya's public healthcare institutions. The research was focused on procurement practices, thus presenting a conceptual gap. Moreover, Mwikali and Bett (2019) surveyed the impact of TQM practices on service delivery at the Nairobi hospital. The research was performed in a private hospital, depicting a contextual gap.

Moreover, Abubakar and Wainaina (2019) looked at employee turnover and healthcare facility performance of chosen private healthcare facilities in Kilifi County. The study was concentrated on private hospitals and thus depicted a contextual gap. Hence, based on the few reviewed studies, the scholars have only illustrated the theoretical knowledge of the influence of TQM practices and performance since none of them focused on level four hospitals in Kilifi County. Thus, there was a need for further studies. Therefore, the knowledge gap was ascertained by examining the effect of TQM practices on the performance of level four hospitals in Kilifi County.

1.3 Objectives of the Study

1.3.1 General Objective
To find out the influence of total quality management practices on performance of level four hospitals in Kilifi County, Kenya.

1.3.2 Specific Objectives
The specific objectives of the study are;

i. To find out the relationship between health care continuous improvement and performance of level four Hospitals in Kilifi County, Kenya

ii. To examine the relationship between customer focus and performance of level four Hospitals in Kilifi County, Kenya

iii. To determine the effect of employee involvement and performance of level four Hospitals in Kilifi County, Kenya

iv. To examine the effect of top management commitment on performance of level four Hospitals in Kilifi County, Kenya
1.4 Research Questions

i. What is the effect of health care continuous improvement on performance of level four Hospitals in Kilifi County, Kenya?

ii. How does customer focus affect performance of level four Hospitals in Kilifi County, Kenya?

iii. What is the effect of employee involvement on performance of level four Hospitals in Kilifi County, Kenya?

iv. How does top management commitment affect performance of level four Hospitals in Kilifi County, Kenya?

1.5 Significance of the Study

The leadership within the Level four Hospitals in Kilifi County would be in a position to determine whether the total quality management practices are critical in determining the performance. Notably, the management would get an insight into whether health care regular improvement, client oriented, worker empowerment and top management dedication can influence the hospitals' performance.

The research would provide information that policymakers can use in the government to design and implement strategies that led to the hospitals' performance in Kenya. The policies deemed to regulate the hospitals to strengthen their performance may be based on the research suggestions. Moreover, future scholars and academicians are expected to use the result of the study in their scholarly work. The research is expected to provide comprehensive knowledge to the literature on the influence of health care continuous improvement, client orientation, worker empowerment, and top management dedication on performance.

1.6 Scope of the Study

The goal scope of the study was to investigate the relationship between TQM practices and the performance of Level four Healthcare facilities in Kilifi County. The precise scope was to determine the effect of continual progress in healthcare, client oriented, worker empowerment and top management dedication on the performance. The unit of
analysis included level four healthcare facilities in the County, which included Kilifi level four hospital, Mariakani level four hospital, Malindi level four hospital and Tawfiq level four hospital. The geographical scope will be Kilifi County. The research utilised an explanatory approach. The time scope was between November 2021 and August 2022.

1.7 Limitations of the Study

The researcher had to contend with the difficulties of filling out questionnaires due to the employees' commitment within the day. However, the questionnaires were left with them to fill in two to three weeks. Moreover, some of the respondents could not be willing to disclose some of the sensitive information. To overcome the limitation, an authorization letter from NACOSTI and Kenyatta University were availed to them to enhance their confidence and thus eliminate suspicion and enable the respondents to disclose the information sought. Another challenge expected was that some of the respondents may not be comfortable completing the questionnaires administered to them due to the fear of the spread of the COVID 19 virus. However, the researcher will tried to advise the respondents on social distancing during the completion of questionnaires and also, google forms were used if respondents were familiar with them.

1.8 Organization of the study

The study is organized into five chapters. Chapters one to three include the project and the addition of chapters four and five will make the complete thesis. Each chapter is comprehensively examined. The project consists of chapter one, including the introduction, chapter two is the literature review, and chapter three is the research methodology. Chapter four highlights that research findings and discussions. Chapter five includes a summary of findings, conclusions, recommendations and suggestions for further studies.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

The chapter includes a review of the literature that is considered relevant based on the study's objectives. The discussions are divided into sections that include a theoretical review, an empirical analysis, a summary, and a conceptual framework.

2.2 Theoretical Literature Review

Five theories formed the study's foundation: kaizen theory, coordination theory, empowerment theory, Crosby theory and balanced score model. The theories were deemed the most relevant based on the research objectives.

2.2.1 Kaizen Theory

The Kaizen Theory was discovered by Masaaki Imai (1986). The kaizen theory is based on the principle that processes are improved, mastered, and further improvement is identified (Anderson, Rungtusanatham & Schroeder, 2004). Kaizen is a method of executing small and incremental changes to attain good quality and greater efficiency. The theory purports that employees often suggest changes and arise due to organizational culture, motivating workers to identify and recommend improvements (Dudin, Frolova, Gryzunova & Shuvalova, 2015). This implies that they result in quicker delivery, reduce costs and greater customer satisfaction. The critical objective of the theory is to determine and get rid of waste in every sector that could lead to inefficiency (Landesberg, 2009). The Kaizen theory indicates that continuous quality emphasis can determine significant quality enhancement (Sollecito & Johnson, 2013).

The Kaizen methods are globally accredited as continuous improvement systems through small steps. The minor improvements applied to key processes create significant success for an institution (Ferreira & Saurin, 2019). The theory indicates an improvement in the organization that emphasizes the little change done consistently over time while applying Kaizen standards in a working environment (Carnerud, Jaca & Bäckström, 2018). Kaizen aids by aligning workflow, improving institutions, enhancing safety, and ensuring that
resources are utilized well (Schuring & Luijten, 2001). The key feature of the Kaizen is that it is continuous and becomes part of the workplace culture when it is practiced daily by everybody (Abdulmouti, 2015). The role of the kaizen approach is aligning workflow, improving institutions, enhancing safety and properly using resources (Vieira, Balbinotti, Varasquin & Gontijo, 2012).

Kaizen theory has some weaknesses. According to Glover, Farris and Van Aken (2015), one of the kaizen weaknesses of the theory is that it alters the whole management system. Kaizen could be hard for organizations to go back to previous techniques. Also, workers may be unwilling to modify the system they have been used to. Moreover, training staff to conform to the new changes could be costly and require resources (Farris, Van Aken, Doolen, & Worley, 2008). If workers do not participate in adopting these changes, the amount of time and resources used will be wasteful. In the end, the role of executing Kaizen is defeated.

The theory is considered most appropriate in determining the relationship between health care regular improvement and performance of Level four Hospitals in Kilifi County. Healthcare Kaizen is a lean tool that concentrates on small, regular improvements in work (Glover, Farris & Van Aken, 2015). Every small modification results in a small improvement. This small improvement contributes to substantial steps forward in effectiveness, quality, safety, and workplace culture as time passes. The Kaizen’s potential comes from recognizing that the individuals conducting the work, involving nurses, radiologists and doctors, have more knowledge about their job and how to improve it. The use of the Kaizen approach can enhance the performance of Level four Hospitals in Kilifi County.

Kaizen aids by aligning workflow, improving institutions, improving safety, and ensuring that resources are utilized well (Schuring & Luijten, 2001). For instance, unwanted slowdowns and life-risking emergencies may arise from equipment or individuals who are working at the incorrect time or location, like in the emergency room too early or too late. The level four Hospitals in Kilifi County can utilize the kaizen approach by ensuring that medication and other instruments are kept well. This can be important to workflow and safety of the patient, thus stimulating performance. Clear visual communication
enhances safety by ensuring that patients get the medication and dose they require and increasing efficiency by letting individuals quickly locate and store medication (Graban & Swartz, 2018). Thus, the Kaizen concept is relevant to this study and informs variable health care continuous improvement.

2.2.2 Coordination Theory

The proponents of the coordination theory were Kevin Crowston, Joseph Rubleske and James Howison in 1994. The theory reports that effective coordination of the activities in an organization increases financial performance and sustainability. The theory assumes that effective coordination of the activities is found when the department's communication is satisfactory and customers are treated worthy (Gittell & Suchmann, 2013). Effective coordination of customers is essential for customer retention and facilitating the repeat purchase of goods and services (Lu, Xiang, & Wang 2011).

Companies that are more focused on customers' attention increase performance significantly. Institutions may provide a remarkable customer experience by understanding things from the perspective of the client. Customer focus should be the major priority for any organization's decision (Zuiderwijk & Janssen, 2013). The concept is relevant to the present research. The theory's importance is that it establishes that effective coordination of the activities and customers is significant in improving the performance (Lu, Xiang, & Wang 2011).

Theory reports that each employee's duties and responsibilities should be well communicated to minimize time wastage and confusion (Crowston, Rubleske & Howison, 2015). Moreover, employees should be allowed to share their ideas and even criticize any actions they think are harmful to them or the organization. Consequently, the concept informs the aspects of customer focus in the present research.

2.2.3 Empowerment Theory

The advocate of empowerment theory is Julian Rappaport (1981). The theory states that motivation, empowerment and effort influence performance. The theory assumes that empowered workers are highly performing than those workers who are not empowered. Empowering the employees can be training, involvement in decision-making and rewards
Workers' empowerment has gotten broader recognition as an essential topic in administration area (Zimmerman, 2000). The empowerment programs increase productivity, improve client contentment, and brings in competitive advantage (Turner & Maschi, 2015). The theory demonstrates that employee productivity has a significant impact on motivation of the employees in meeting the set goals, which can be determined based on the empowerment levels (Peterson, 2014).

However, the theory had some weaknesses. According to Cowger (1994), some employees can take advantage of the empowerment given in an organization for self-gain. The theory sidelined to develop measures for those employees who use the given opportunity of empowerment for self-interest. In addition, there is a guarantee that the self-empowered personnel will improve their performance, given that each person has distinct capabilities (Laschinger, Gilbert, Smith & Leslie, 2010). The individual in an organization has different strengths and weaknesses and thus, the empowerment may have an insignificant influence on the performance.

Despite the criticism, the empowerment concept is relevant to this research. Empowerment of the employees at level four hospitals in Kilifi County can increase their productivity, thus spurring their performance. Empowerment is among the effective tools for enhancing worker productivity and efficient utilization of skills of the individual according to the institution's objectives. Empowerment improves employees' effectiveness, knowledge and skills. Employee empowerment to be hailed as administration strategy to be used in all departments at level four hospitals in Kilifi County to improve performance generally. Scholars have indicated that the empowerment of workers helps institutions compete fairly in a highly competitive environment.

2.2.4 Crosby Theory

Theoretician who advanced the theory was Philip Crosby in 1984. The theory assumes the performance of any institution can be improved through effectiveness in staff management and recognition; policies utilized to gauge quality and educating staff and workers (Anastasiadou, 2015). The theory assumes that quality is the center of everything in organizational management. The theory indicates that management sets quality
policies and not from any other person. The management has to set policies according to customers' needs and desires (Chowdhury, Paul & Das, 2007). The theory indicates the organization's performance is mainly influenced by the management and other employees (Linderman, Schroeder, Zaheer & Liedtke, 2004).

The management makes a decision that needs to be followed by everyone in an organization (Anastasiadou, 2015). The theory indicates that administration dedication encourages workers empowerment and enhanced levels of work contentment via its leadership and dedication to the overall quality administration practices goal of customer contentment by developing an institutional climate that puts more effort on overall quality and customer contentment (Chong & Rundus, 2004). It is indicated by the theory that workers cannot be completely dedicated to their work if their needs are not taken care off. Worker empowerment is a fundamental concept in understanding the association between an institution and its workers. Management's dedication involving workers in decision-making and enhancing the culture of openness increase the satisfaction of the employees, which translates to efficient and overall organizational performance.

The weakness of the theory according to is that the theory assumes that quality is the center of everything in organizational management (Mason, Smith, Engel & Wonderlich, 2021). In addition, Fingeret Nipomnick and Reece (2013) argue that the theory sidelined to establish a framework that will increase the efficiency of the management due to their nature of responsibilities and commitment. The management have too much work than there is for other employees, given that managers have the pivotal role of attaining quality. However, despite the weakness, the concept is relevant to the research.

The management's commitment to involving employees in administration process increases the employees' commitment. It is essential for the management of the hospitals in Kilifi County to determine sectors of empowering their workers to obtain full dedication. The aspects of employee empowerment are key for commitments (Bryson, Crosby & Bryson, 2009). Employee empowerment is a fundamental concept in understanding the association between a particular institution and its workers. Management of the institution can determine the nature of the working environment through the decision they make (Douglas & Judge 2001). Hence, the theory informs
variable higher management dedicated in the study. The top management commitment can influence employment commitment in level four hospitals in Kilifi County according to the decisions made. Management in the hospitals can determine the nature of the working environment.

### 2.2.5 Balanced Scorecard Model

The significance of a balanced scorecard is that it expands the capacities of the administration to advance implementations and merchandise (administrations) and measure and screen progress towards vital objectives (Kaplan, 2010). The administration needs to glimpse the foundation's monetary exhibition and the use of monetary assets, view the institutional presentation from the client's perspective or pivotal partners the establishment is intended to serve, and view the quality and viability of the establishment's exhibition related to the merchandise, administrations, or other significant business strategies (Hoque, 2014; Kaplan & Norton, 2001).

However, a balanced scorecard is not suitable for each institution and thus has some challenges. It is reported by Tsai, Chou and Hsu (2009) that a balanced Scorecard is complex for few institutions. Institutions have to improve on the number and performance measures when they use BSC. Moreover, Pineno (2002) indicates that a balanced scorecard may lead to employees ignoring areas that would not be evaluated since they will not get the reward from these sectors. BSC shows the institution’s methods and all sectors which will be gauged, workers will focus on these sectors to scope huge rewards through good performance that can become a weak point of the institution. In addition, it is stated by Khomba (2011) that a balanced scorecard might have a huge cost as it requires regular gathering of information.

Regardless, the model is pertinent to the ongoing study. The level four hospitals in Kilifi County, Kenya, can utilize the BSC to examine the degree of their exhibition. The administration of the level four hospitals in Kilifi County needs to see an association between financial presentation and the utilization of financial assets. The reception of BSC can increase the execution of the level four hospitals in Kilifi County and, in this way, become more aggressive. Subsequently, the theory upholds variable performance.
2.3 Empirical Literature Review

2.3.1 Health Care Continuous Improvement and Performance

Ker, Wang and Hajli (2018) performed research to determine the impact of health care kaizen on healthcare service improvement in US hospitals. The study's results indicated that adapting HIS has more potential to reduce the disorders in the outpatient surgery unit and lead to decreasing the period and cost concerning patient flow. The study concluded that adopting the health care kaizen has a favorable and significant impact healthcare service improvement. However, the research was performed in US hospitals and the current will be performed in Kenyan hospitals, thus contextual gap. The necessities and requirements of doctors from a developed nation like US vary from those from a developing country such as Kenya.

Moreover, Shambaro (2017) found that the teamwork concept, upper management commitment, rewards and recognition, and TQM concept substantially affect the performance of maternal child healthcare projects. According to the findings, teamwork brings both the employees and other project implementers together to share ideas and knowledge that finally influences the performance of MCH projects. If it is committed, upper management can get resources on time, give direction on activities to be performed, give the priorities in resources allocation, and many more that finally influence the performance of projects. Rewards and recognitions perform a great duty of ensuring that every stakeholder of the projects is made to feel part of the projects and thus motivated to participate in every implementation activity. The continuous improvement of the activities and deliverables of the tasks can be said to be the chore measure of project implementation and final performance. Nonetheless, the study was only focused on maternal-child healthcare projects.

Ishijima, Miyamoto, Masaule and John (2021) sought to examine how the 5S-Kaizen-TQM strategy may enhance the management of healthcare waste in Tanzania. The research used a descriptive research design. The research showed that adopting the 5S-Kaizen-TQM strategy has significantly improved the management of healthcare waste. Furthermore, Lala, Ndinya, Ogada, Chepkulei, Omido and Apollo (2019) noted that Kaizen principles applied to TQM significantly impact worker performance. The
importance of the Kaizen principles, such as being proactive and eliminating the old practices of doing things, increases the organization's efficiency.

2.3.2 Customer Focus and Performance

Kavulya, Muturi, Rotich & Ogollah (2018) revealed that the customer focus and performance of Saccos are significantly related. The significance of the customer focus is that it stimulates the organization in developing the most effective framework that will be compatible with the clients. More emphasis on the customers can encourage repeat purchases and thus increase the customer base. The most performing organization ensures the customers are satisfied and their grievances are met in the shortest time possible. However, the study presented a methodological and contextual gap because it adopted the descriptive research design and was conducted to SACCOs.

Furthermore, Nderitu (2020) reported customers focus influence performance positively. The focus on the customers increases their commitment and the repeat of customers. The focus on the customers further indicates the organization is committed to meeting the customers' goals and needs. The research recommended service quality should be among the priorities of hospitals aiming to improve on the performance. The study presents a methodological gap because it used descriptive cross-sectional design.

Maina (2019) explored the impact of client attention on the effectiveness of Karen Hospital in Nairobi. Particularly, it looked at the effect of customer perception towards hospital costs, hospital staff and quality on the performance. The study tool was a semi-structured questionnaire. The units of observation were managers and supervisors of the hospitals. The researcher utilised purposive sampling to gather the data for analysis. The study's findings showed that client perception towards hospital costs was not a significant predictor of hospital performance. Customer perception towards hospital workers and the quality of service had a significant impact on performance. The research suggested that charging for any service should be in accordance with value and what competition offers. The hospital needs to put guidelines to make sure that the workers they already have are well trained or the hospital hires more staff and workers to make sure that their valued clients are attended well. The research presents a conceptual gap since it mainly concentrated on hospital costs, hospital staff and perceived quality on performance.
2.3.3 Employee Empowerment and Performance

Research was performed by Metcalf, Habermann & Stoller (2018) to ascertain the impact of quality practices and worker empowerment on the performance of hospital units in USA and revealed that employee empowerment is insignificantly associated with performance. The respondents reported that the cost of operation was not influenced by employee empowerment and thus it had no significant impact on the performance. It is concluded that employee empowerment was negatively related to performance. It is recommended that the hospital is required to create various factors that influence performance.

Moreover, Sajld (2019) performed research to examine the influence of employee empowerment on employee’s performance in private hospitals at Vellore District in India. The research mainly investigated the influence of rewards and independence in decision making on performance. The targeted population was 3569 workers employed in the hospital. The study's results showed that employee empowerment was positively associated to employee performance in private hospitals at Vellore District in India. Mutiso (2017) indicated a positive influence of worker empowerment on job satisfaction at Machakos level five hospital in Kenya.

A study was conducted by Choge (2020) to examine factors affecting employee performance at Kenyatta national hospital. The target population consisted of 80 employees. The research results revealed a positive association between working conditions, employee empowerment, pay, benefits, retraining, and development, and performance. The relevance of the capacity building of the employees is that it increases the skills and competency of the employees.

2.3.4 Top Management Commitment and Performance

A study by Mwihia (2020) sought to look at whether to management practices can affect the performance of public hospitals in central Kenya. The outcome of the study showed that performance is positively affected by the management practices. The achievement of the targets of the employees is highly influenced by the management practices. The highly inclusivity of the employees in the decision-making process increases their
commitment which translates to higher organizational performance. Conversely, due to the current study's exclusive focus on management techniques, it is unable to draw any general conclusions from it.

Ntwiga, Muchara and Kiriri (2019) established that leadership's commitment to executing duties enables the rest of the employees to be more focused and hardworking towards meeting the organization's goals. The leadership commitment implies that leaders are more focused on working as per their responsibilities and roles. Leadership commitment, such as working together and solving any disagreements without biases, can form the foundation of enhancing the performance level.

Leksono, Siagian and Oei (2020) reported that top management commitment determined the performance of the organization. The responsibility indicates that the leaders in the organization are organizations goal-oriented and not self-interested oriented. The employees' commitment to the leadership position shows they care for other employees. This increases the motivation of the employees, which in the long run puts more focus on the organization's goals.

2.4 Summary of Literature and Research Gaps

Based on the previous studies review, the knowledge gap arising from the conceptual, contextual, and methodology has been identified. The reviewed studies revealed a conceptual gap as none of those studies particularly used similar variables as the case of the current study. Furthermore, gaps in the methodology have been identified. Some studies used a descriptive research design, while the current will use a cross-section research design. The weakness of the descriptive research design is that it only describes the data without examining the relationship.
<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Study Focus</th>
<th>Key Findings</th>
<th>Knowledge Gaps</th>
<th>Current Study Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ker, Wang and Hajli (2018)</td>
<td>Effect of health care kaizen on healthcare service improvement in the US hospitals</td>
<td>Health care kaizen has a positive effect on healthcare service improvement.</td>
<td>Focused on health information systems as a measure of health care kaizen, thus conceptual gap.</td>
<td>This study focused continuous quality audits, training workers and benchmarking as the measures of health care Kaizen.</td>
</tr>
<tr>
<td>Ngothi (2020)</td>
<td>Effect of kaizen system on the financial performance</td>
<td>Kaizen system is positively to financial performance.</td>
<td>Utilized descriptive research design.</td>
<td>The research utilised an explanatory approach.</td>
</tr>
<tr>
<td>Shambaro (2017)</td>
<td>Influence of Kaizen’s principles on performance</td>
<td>Team work concept, upper management commitment, rewards and recognition and TQM concept have significant influence on the performance</td>
<td>A conceptual gap is depicted because the study was only focused on maternal child healthcare projects</td>
<td>The study focused on performance of the hospitals</td>
</tr>
<tr>
<td>Nderitu (2020)</td>
<td>Effect of service quality on performance</td>
<td>There is a strong significant positive association between service quality and Performance</td>
<td>The study has a conceptual gaps because it primarily concentrated on service quality. performance.</td>
<td>To focus on TQM practices and performance.</td>
</tr>
<tr>
<td>Author(s)</td>
<td>Study Focus</td>
<td>Key Findings</td>
<td>Knowledge Gaps</td>
<td>Current Study Focus</td>
</tr>
<tr>
<td>---------------------------------------</td>
<td>-------------------------------------------------------</td>
<td>--------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------</td>
</tr>
<tr>
<td>Ntwiga, Muchara and Kiriri (2019)</td>
<td>Influence of leadership commitment on patients' satisfaction.</td>
<td>Leadership commitment has a significant effect on patients' satisfaction.</td>
<td>A conceptual gap is depicted as the study focused on patients' satisfaction.</td>
<td>The present study concentrated on how well hospitals performed.</td>
</tr>
<tr>
<td>Mwikali and Bett (2019)</td>
<td>Effect of total quality management practices on service delivery</td>
<td>Total quality management practices influence service delivery</td>
<td>A contextual gap is depicted because the study was conducted within a private hospital</td>
<td>The current was conducted in a public hospital</td>
</tr>
</tbody>
</table>

Source: Empirical Literature Reviewed
2.5 Conceptual Framework

Independent Variables

- **Health care continuous improvement**
  - Process and systems quality
  - Training workers
  - Benchmarking

- **Customer focus**
  - Customer feedback systems
  - Affordable healthcare.
  - Handling customer complaints

- **Employee empowerment**
  - Autonomy in decision making
  - Allowances
  - Appreciation and recognition of employees

- **Top management Commitment**
  - Quality leadership
  - Resources allocation
  - Quality policy

Dependent Variable

- **Performance**
  - Repeat customers
  - Service delivery

Figure 2.1: Conceptual Framework

Source: Researcher (2022)
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
The research methodology forms the foundations of the researcher's methods in data collection, measuring, and analysis. The research methodology is presented in sections. Each section is comprehensively examined to show its relevance for inclusion in the study.

3.2 Research Design
It includes the framework or strategy embraced by the researcher for data collection, measuring and analyzing (Cooper & Schindler, 2014). There were four main research designs: descriptive, correlational, exploratory and explanatory designs (Creswell, 2014). This study utilised the explanatory research design to explain the relationships of the variables. Ebimobowei and Sophia (2016), claimed that the exploratory design is appropriate since it allows the researcher to determine how both processes and practices are impacted. Additionally, it permits testing of hypotheses consistent with the goals of the study.

3.3 Target Population
The target population includes elements, objects, or people the researcher focuses on making inferences (Saunders, Lewis & Thornhill, 2009). The targeted population was 303. The unit of analysis included Kilifi level four hospital, Mariakani level four hospital, Malindi level four hospital and Tawfiq level four hospital. Moreover, the unit of observation incorporated medical officers, Clinical officers, Health records and information officers, Lab technicians, public health officers, Pharmacists, Pharmaceutical technologists, HTS providers, Peer educators and supervisors. The unit of observation chosen are directly involved in the process of health systems management.
### Table 3.1: Targeted Population

<table>
<thead>
<tr>
<th>Cadre</th>
<th>Kilifi level four hospital</th>
<th>Mariakani level four hospital</th>
<th>Malindi level four hospital</th>
<th>Tawfiq level four hospital</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical officers</td>
<td>19</td>
<td>15</td>
<td>25</td>
<td>12</td>
<td>71</td>
</tr>
<tr>
<td>Clinical officers</td>
<td>4</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td>12</td>
</tr>
<tr>
<td>Health records and information officers</td>
<td>6</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>19</td>
</tr>
<tr>
<td>Lab technicians</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td>Public health officers</td>
<td>10</td>
<td>8</td>
<td>6</td>
<td>6</td>
<td>31</td>
</tr>
<tr>
<td>Pharmacists</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>17</td>
</tr>
<tr>
<td>Pharmaceutical technologists</td>
<td>8</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>21</td>
</tr>
<tr>
<td>HTS providers</td>
<td>4</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Peer educators</td>
<td>33</td>
<td>31</td>
<td>25</td>
<td>23</td>
<td>112</td>
</tr>
<tr>
<td>Supervisors</td>
<td>19</td>
<td>15</td>
<td>25</td>
<td>12</td>
<td>71</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>91</strong></td>
<td><strong>75</strong></td>
<td><strong>73</strong></td>
<td><strong>64</strong></td>
<td><strong>303</strong></td>
</tr>
</tbody>
</table>

**Source:** Kilifi County Health Strategic Framework (KHSF) 2019/2020

### 3.4 Sampling Design and Size

Sampling methods can be categorized into two; probability and non-probability sampling. Nonprobability sampling is a sampling method where selecting any member of the population is unequal. This type of sampling does not rely on random selection, but probability sampling depends on random selection (Saunders, Lewis, & Thornhill, 2009).

A stratified sampling technique was utilised. The respondents were divided into groups (strata) based on their category. Yamane's (1967) formula was used to compute the sample size as follows:

\[
n = \frac{N}{1 + N(e)^2}
\]

\[
n = \frac{303}{1 + 303 (0.05)^2} = 172.404 \approx 172
\]

Consequently, the sample size was 172 respondents. The 172 participants were distributed according to their overall population. The sample size is exhibited in Table 3.2.
Table 3.2 Sample Size

<table>
<thead>
<tr>
<th>Cadre</th>
<th>Kilifi level four hospital</th>
<th>Mariakani level four hospital</th>
<th>Malindi level four hospital</th>
<th>Tawfiq level four hospital</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical officers</td>
<td>11</td>
<td>9</td>
<td>14</td>
<td>7</td>
<td>40</td>
</tr>
<tr>
<td>Clinical officers</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>Health records and information officers</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Lab technicians</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Public health officers</td>
<td>6</td>
<td>5</td>
<td>3</td>
<td>3</td>
<td>17</td>
</tr>
<tr>
<td>Pharmacists</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td>Pharmaceutical technologists</td>
<td>5</td>
<td>3</td>
<td>0</td>
<td>3</td>
<td>11</td>
</tr>
<tr>
<td>HTS providers</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Peer educators</td>
<td>19</td>
<td>18</td>
<td>14</td>
<td>13</td>
<td>64</td>
</tr>
<tr>
<td>Supervisors</td>
<td>11</td>
<td>9</td>
<td>14</td>
<td>7</td>
<td>40</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>52</strong></td>
<td><strong>43</strong></td>
<td><strong>41</strong></td>
<td><strong>36</strong></td>
<td><strong>172</strong></td>
</tr>
</tbody>
</table>

Source: Researcher (2022)

3.5 Data Collection Instrument

The research utilised an unstructured questionnaire to collect the data. The study utilised a 5-point Likert scale. The questionnaires empowered the investigation to quantify somewhat enormous respondents' perspectives, inclinations and expectations more efficiently and rapidly than other instruments.

3.6 Reliability and Validity of Data Collection Instrument

3.6.1 Reliability of Data Collection Instrument

To confirm the reliability, a Cronbach alpha coefficient was calculated. Golafshani (2003) and Gliem et al. (2003) recommend that a Cronbach alpha should exceed 0.7. Thus, a Cronbach alpha of 0.7 or more would be deemed sufficient for the study. The study achieved the following reliability results as exhibited in Table 3.3.
Table 3.3 Results of Reliability Tests

<table>
<thead>
<tr>
<th>Variable</th>
<th>Chronbach’s α-value</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuous improvement</td>
<td>0.852</td>
<td>Reliable</td>
</tr>
<tr>
<td>Customer focus</td>
<td>0.726</td>
<td>Reliable</td>
</tr>
<tr>
<td>Employee empowerment</td>
<td>0.802</td>
<td>Reliable</td>
</tr>
<tr>
<td>Top management commitment</td>
<td>0.799</td>
<td>Reliable</td>
</tr>
<tr>
<td>Organizational performance</td>
<td>0.766</td>
<td>Reliable</td>
</tr>
<tr>
<td>Aggregate score</td>
<td>0.789</td>
<td>Reliable</td>
</tr>
</tbody>
</table>

Source: Pilot Study (2022)

The results as presented in Table 3.3 specifies that all the Chronbach’s alpha values were way above the expected 0.7 as suggested by Mugenda and Mugenda (2003) which shows a higher reliability. Therefore, it can be concluded that the study instrument was highly reliable.

3.6.2 Validity of Data Collection Instrument

Validity inspects the trustworthiness of the research instruments (Golafshani, 2003). The instruments were exposed to an exhaustive assessment by the supervisor and experts in Kwale District Hospital to guarantee content validity. Validity comes in three categories: construct, content, and criterion. The term "content validity" describes the degree to which the components of a test accurately reflect the entire domain that it is meant to quantify. In order to assess the questionnaire items' relevance and representativeness to the topic domain, the supervisor was brought in as the research specialist and asked to score the content validity of the study. The questionnaires' content was checked to make sure it covered all pertinent aspects of the topic it aimed to measure in order to yield valid findings.

Criterion validity relates to how well one metric may predict the outcomes of another. A strong correlation indicates that the test will likely quantify what it is intended to quantify. Construct validity refers to the evaluation of how well a measure captures the desired variable. Examining the measure's correlations with factors known to be connected to the construct is necessary for evaluating construct validity. Also, the
construct validity was determined by utilizing Exploratory Factor Analysis (EFA). The rule of thumb is statements with the factor loadings values of less than 0.4 are dropped.

3.7 Data Collection Procedure

The researcher first sought an authorization from the university and a license from NACOSTI before data collection. The researcher then visited the level four hospitals in Kilifi County and sought permission for data collection. The participants were given two weeks to fill in the questionnaires.

3.8 Data Analysis and Presentation

Data analysis included examining the data collected for decision-making (Zikmund, Babin, Carr, & Griffin, 2010). Descriptive and inferential statistics were used to analyze quantitative data while content analysis was applied to examine the qualitative data and the findings were displayed in writing. Conversely, graphs and tables were used to present the quantitative results. The results included both descriptive and inferential statistics. The multiple regression model was as follows;

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

Whereby;

\[ Y=\text{Performance} \]
\[ X_1=\text{Health Care Continuous Improvement} \]
\[ X_2 = \text{Customer Focus} \]
\[ X_3 = \text{Employee Empowerment} \]
\[ X_4 = \text{Top Management Commitment} \]
\[ B_0=\text{Constant Term} \]
\[ B_1,B_2,B_3,B_4=\text{Beta Coefficients} \]
\[ \varepsilon=\text{Error Term} \]
3.9 Ethical Considerations

The researcher first got a clearance from the supervisor in charge of the project development. Afterward, a permit from the university and NACOSTI was sought. The researcher would avoid untrustworthy issues that could prompt a low response. The researcher ensured the respondents' secrecy and information are enriched.
CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter covers the results of data gathered through questionnaires on the ground. Data were analyzed using descriptive and inferential methods, and the results are shown in tables and figures.

4.2 Response Rate

The response rate was examined based on how many questionnaires were distributed to each category of respondents and Table 4.1 displays the response rate.

<table>
<thead>
<tr>
<th>Category</th>
<th>Respondent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Returned questionnaires</td>
<td>170</td>
<td>98.2%</td>
</tr>
<tr>
<td>Unreturned questionnaires</td>
<td>2</td>
<td>1.2%</td>
</tr>
<tr>
<td>Total</td>
<td>172</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Research Data (2020)

The findings, as shown in Table 4.1, demonstrate that the overall response rate was at 98.2%. A response rate of 50% and higher is adequate for analysis Mugenda &Mugenda (2003). Hence, the overall response rate at % was enough to draw conclusions and make generalizations based on the sample measures.

4.3 Demographic Data

The study aimed to determine the respondents' demographic information, which included their gender, highest educational level, and number of years spent working in the hospital. Below are the findings as they were observed.
The results of the respondents’ gender presentation in the study are presented in Figure 4.1.

![Figure 4.1 Respondents’ Gender](image)

**Figure 4.1 Respondents’ Gender**

**Source: Research Data (2022)**

Figure 4.2’s findings illustrate that 58.2% of the respondents were female, which indicates that they made up the majority of the sample. In contrast, 41.8% of the questionnaires received were from male respondents. This shows that the study included gender balance as diverse viewpoints on work are held by male and female employees. This is evidence that positions in the organization are also distributed equally among all genders.

### 4.3.1 Respondents’ Highest Educational Level

Table 4.2 displays the findings of the respondents' presentation of their educational status for the study.

**Table 4.2 Respondents’ Highest Level of Education**

<table>
<thead>
<tr>
<th>Level</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diploma</td>
<td>56</td>
<td>32.9</td>
</tr>
<tr>
<td>Degree</td>
<td>94</td>
<td>55.3</td>
</tr>
<tr>
<td>Masters</td>
<td>20</td>
<td>11.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>170</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Source: Research Data (2022)**
The results as exhibited in Table 4.2 illustrates that majority (55.3%) of the respondents possessed a degree in education, 32.9% diploma and 11.8% Masters. In this instance, it can be said that the respondent possessed the necessary literacy proficiency to take part in the study and give the researcher the pertinent information.

4.3.2 Respondents’ Years Worked in the Hospital

The results of the respondents’ years worked in the hospital presentation in the study are presented in Figure 4.2.

![Figure 4.2: Respondents’ Years Worked in the Hospital](chart)

**Source:** Research Data (2022)

The results as presented in Figure 4.2 shows that majority (32.9%) of the respondents had been employed for about four to six years, 26.5% for over 10 years, 23.5% between 7 to 9 years, 14.1% between 1 to 3 years and 2.9% less than 1 year. This suggests that the respondents involved in the study had worked for quite good number of years that could enable the researcher to obtain relevant information for the study.

4.4 Descriptive Analysis Results

The descriptive analysis results were done by means of mean and standard deviation & displayed utilizing tables in accordance with the research variables as follows:

4.4.1 Health Care Continuous Improvement

The descriptive results on health care continuous improvement are exhibited in Table 4.3.
Table 4.3: Health Care Continuous Improvement

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Stan Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The hospital has a quality and functional systems</td>
<td>4.13</td>
<td>0.87</td>
</tr>
<tr>
<td>There are continuous quality audits in the hospital.</td>
<td>3.85</td>
<td>1.15</td>
</tr>
<tr>
<td>The management allows everybody involved in the health care continuous improvement process</td>
<td>4.56</td>
<td>0.44</td>
</tr>
<tr>
<td>There is regular benchmarking of the employees to enhance their motivation in this hospital.</td>
<td>4.67</td>
<td>0.33</td>
</tr>
<tr>
<td>The employees are allowed to put their suggestions on board.</td>
<td>3.58</td>
<td>1.42</td>
</tr>
<tr>
<td><strong>Aggregate score</strong></td>
<td><strong>4.16</strong></td>
<td><strong>0.84</strong></td>
</tr>
</tbody>
</table>

**Source: Research Data (2022)**

The findings shown in Table 4.3 suggest that the overall achieved mean score and standard deviation was at 4.16 and 0.84 respectively. This shows that the respondents were in agreement that health care continuous improvement had a relationship with the performance of level 4 hospitals in Kilifi County. The results concurs with Ker, Wang and Hajli (2018) who performed research to determine the impact of health care kaizen on healthcare service improvement in US hospitals and The study’s results indicated that adapting HIS has more potential to reduce the disorders in the outpatient surgery unit and lead to decreasing the period and cost concerning patient flow.

The respondents were in a strong agreement that there is regular benchmarking of the employees to enhance their motivation in this hospital and the management allows everybody involved in the health care continuous improvement process with a mean score of 4.67 and 4.56 respectively and standard deviation of 0.33 and 0.44 respectively. This means that the hospitals the employees are motivated through benchmarking which enable a mindset and culture of continuous improvement and the hospital management encourages engagement of employees in decision making. The results agree with Ishijima, Miyamoto, Masaule and John (2021) study that sought to examine how the 5S-Kaizen-TQM strategy may enhance the management of healthcare waste in Tanzania and the study established that adopting the 5S-Kaizen-TQM strategy has significantly improved the management of healthcare waste.
The respondents were in agreement that the hospital has a quality and functional systems, there are continuous quality audits in the hospital and that the employees are allowed to put their suggestions on board as demonstrated by mean score of 4.13, 3.85 and 3.58 respectively and standard deviation of 0.87, 1.15 and 1.42 respectively. This means that the hospitals have well-structured functions which defines clearly job responsibilities, encourages effective communication, increased staff morale, and quicker decision-making. The results are consistent with Shambaro (2017) found that the teamwork concept, upper management commitment, rewards and recognition, and TQM concept substantially affect the performance of maternal child healthcare projects.

4.4.2 Customer Focus

The descriptive results on customer focus are displayed in Table 4.4.

Table 4.4 Customer Focus

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Stan Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The hospital management has developed a customer feedback system.</td>
<td>3.02</td>
<td>1.98</td>
</tr>
<tr>
<td>The cost of services in the hospital is affordable to the majority of the residents in the county.</td>
<td>4.69</td>
<td>0.31</td>
</tr>
<tr>
<td>The hospital has a suggestion box for customer feedback to improve service delivery.</td>
<td>4.21</td>
<td>0.79</td>
</tr>
<tr>
<td>The hospital management has developed a policy of immediate handling of customer complaints.</td>
<td>4.52</td>
<td>0.48</td>
</tr>
<tr>
<td>The hospital emphasizes offering quality services to all the customers/clients irrespective of their societal, financial, or ideological affiliations.</td>
<td>4.07</td>
<td>0.93</td>
</tr>
<tr>
<td>Aggregate score</td>
<td>4.10</td>
<td>0.90</td>
</tr>
</tbody>
</table>

Source: Research Data (2022)

The findings shown in Table 4.4 imply that the overall achieved mean score and standard deviation was at 4.16 and 0.84 respectively. This shows that the respondents were in agreement that customer focus had a relationship with the performance of level 4 hospitals in Kilifi County. This result is in collaboration with Kavulya, Muturi, Rotich and Ogollah (2018) study findings that revealed that the client focus and performance of
Saccos are significantly related. The significance of the customer focus is that it stimulates the organization in developing the most effective framework that will be compatible with the clients.

The respondents were in strong agreement that the cost of services in the hospital is affordable to the majority of the residents in the county and that the hospital management has developed a policy of immediate handling of customer complaints as demonstrated by mean score of 4.69 and 4.52 respectively with respective standard deviation of 0.31 and 0.48. This is an implication that the hospitals offer prices that are affordable to their which has enabled it to increase their client base and hence better performance. The finding agrees with Nderitu (2020) who reported customers focus influence performance positively. The focus on the customers increases their commitment and the repeat of customers. The focus on the customers further indicates the organization is committed to meeting the customers' goals and needs.

The respondents were in agreement that the hospital has a suggestion box for customer feedback to improve service delivery and that the hospital emphasizes offering quality services to all the customers/clients irrespective of their societal, financial, or ideological affiliations as demonstrated by mean score of 4.21 and 4.07 respectively with respective standard deviation of 0.79 and 0.93. This means that the hospital encourages feedback from their customers by providing enough suggestion boxes. The findings concurs with Maina (2019) study that investigated the influence of customers' focus on the performance of Karen Hospital in Nairobi and the results of the study revealed that client perception towards hospital costs was not a significant predictor of hospital performance.

The respondents were neutral on the statement that the hospital management has developed a customer feedback system as illustrated by mean score of 3.02 and a standard deviation of 1.98. This finding is in contrary to Kavulya, Muturi, Rotich and Ogollah (2018) study that revealed that more emphasis on the customers can encourage repeat purchases and thus increase the customer base and the most performing organization ensures the customers are satisfied and their grievances are met in the shortest time possible.
4.4.3 Employee Empowerment

The descriptive results on employee empowerment are exhibited in Table 4.5.

**Table 4.5: Employee Empowerment**

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Stan Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>There promotion of autonomy in decision making to the employees by the management</td>
<td>4.58</td>
<td>0.42</td>
</tr>
<tr>
<td>There is regular annual salary in the hospital</td>
<td>3.67</td>
<td>1.33</td>
</tr>
<tr>
<td>There is high employee appreciation and recognition that enhances motivation in this hospital</td>
<td>4.61</td>
<td>0.39</td>
</tr>
<tr>
<td>Most employees in the hospital receive promotions after training</td>
<td>4.04</td>
<td>0.96</td>
</tr>
<tr>
<td>There is sufficient transport/commuter allowance to all the employees working in the hospital</td>
<td>4.50</td>
<td>0.50</td>
</tr>
<tr>
<td>Rewards are given yearly to the most hardworking employee in the hospital</td>
<td>3.99</td>
<td>1.01</td>
</tr>
<tr>
<td><strong>Aggregate score</strong></td>
<td><strong>4.23</strong></td>
<td><strong>0.77</strong></td>
</tr>
</tbody>
</table>

*Source: Research Data (2022)*

The findings shown in Table 4.5 imply that the overall achieved mean score and standard deviation was at 4.23 and 0.77 respectively. This shows that the respondents were in agreement that employee empowerment had a relationship with the performance of level 4 hospitals in Kilifi County. This means that the hospital has empowered their employees by laying trust on them and motivate them for better performance. This agrees with a research that was performed by Metcalf, Habermann and Stoller (2018) to determine the effect of quality practices and worker empowerment on the performance of hospital units in USA and revealed that employee empowerment is significantly associated with performance.
The respondents were in strong agreement that there is high employee appreciation and recognition that enhances motivation in this hospital, there promotion of autonomy in decision making to the employees by the management and that there is sufficient transport/commuter allowance to all the employees working in the hospital as displayed by mean score of 4.61, 4.58 and 4.50 respectively with respective standard deviation of 0.39, 0.42 and 0.50. This finding concur with Sajld (2019) who performed a research to examine the influence of employee empowerment on employee’s performance in private hospitals at Vellore District in India and the findings of the study revealed that employee empowerment was positively associated to employee performance in private hospitals at Vellore District in India.

The respondents were in agreement that most employees in the hospital receive promotions after training, rewards are given yearly to the most hardworking employee in the hospital and that there is regular annual salary in the hospital as demonstrated by mean score of 4.04, 3.99 and 3.67 respectively with respective standard deviation of 0.96, 1.01 and 1.33. This The results are in line with research done by Choge (2020) to examine factors affecting employee performance at Kenyatta national hospital and the research results revealed a positive association between working environment, worker empowerment, employee compensation, training and development and employee performance.

4.4.4 Top Management Commitment

The descriptive results on top management commitment are exhibited in Table 4.6.

<table>
<thead>
<tr>
<th>Table 4.6 Top Management Commitment</th>
<th>Mean</th>
<th>Stan Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management in the hospital is dedicated to quality leadership.</td>
<td>4.66</td>
<td>0.34</td>
</tr>
<tr>
<td>The top management is committed to fair allocation of resources.</td>
<td>4.01</td>
<td>0.99</td>
</tr>
<tr>
<td>The top management facilitates employee empowerment.</td>
<td>3.42</td>
<td>1.58</td>
</tr>
<tr>
<td>The top management in the hospital is committed to the quality policy</td>
<td>4.59</td>
<td>0.41</td>
</tr>
<tr>
<td>The top management enhances the safety of the employees.</td>
<td>3.64</td>
<td>1.36</td>
</tr>
<tr>
<td><strong>Aggregate score</strong></td>
<td><strong>4.06</strong></td>
<td><strong>0.94</strong></td>
</tr>
</tbody>
</table>

Source: Research Data (2022)
The findings shown in Table 4.6 demonstrate that the overall achieved mean score and standard deviation was at 4.06 and 0.94 respectively. This shows that the respondents were in agreement that top management commitment had a relationship with the performance of level 4 hospitals in Kilifi County. This means that the management of the hospitals are is dedicated towards seeing better performance of the level four hospitals within the County. The finding is in line with a study by Mwihia (2020) sought to look at whether to management practices can affect the performance of public hospitals in central Kenya. The outcome of the study showed that performance is positively affected by the management practices.

The respondents were in strong agreement that top management in the hospital is committed to quality leadership and that the top management in the hospital is committed to the quality policy as demonstrated by mean score of 4.66 and 4.59 respectively and respective standard deviation of 0.34 and 0.41. This is an indicator that the management of the level four hospitals ensures that there quality policies that are used in guiding the operations of the hospitals. The finding concur with Ntwiga, Muchara and Kiriri (2019) study that established that leadership's commitment to executing duties enables the rest of the employees to be more focused and hardworking towards meeting the organization's goals.

The respondents were in agreement that the top management is committed to fair allocation of resources and that the top management enhances the safety of the employees as demonstrated by mean score of 4.01 and 3.64 respectively and respective standard deviation of 0.99 and 1.36. The results agree with Leksono, Siagian and Oei (2020) who reported that top management commitment determined the performance of the organization. In addition, the responsibility indicates that the leaders in the organization are organizations goal-oriented and not self-interested oriented.

4.4.5 Performance

The study aimed at determining the performance of level 4 hospitals in Kilifi County. The descriptive results are exhibited in Table 4.7.
Table 4.7 Performance

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Stan Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The service delivery is high compared to other level four hospitals in the County.</td>
<td>4.31</td>
<td>0.69</td>
</tr>
<tr>
<td>The quality of the environment is conducive for the customers.</td>
<td>3.73</td>
<td>1.27</td>
</tr>
<tr>
<td>Most clients refer their friends, relatives to this hospital</td>
<td>4.45</td>
<td>0.55</td>
</tr>
<tr>
<td>The hospital deals with more than expected clients per day</td>
<td>3.77</td>
<td>1.23</td>
</tr>
<tr>
<td><strong>Aggregate score</strong></td>
<td><strong>3.97</strong></td>
<td><strong>1.03</strong></td>
</tr>
</tbody>
</table>

**Source: Research Data (2022)**

The findings shown in Table 4.7 demonstrate that the overall achieved mean score and standard deviation was at 3.97 and 1.03 respectively. This shows that the respondents were in agreement that top quality management practices had a relationship with the performance of level 4 hospitals in Kilifi County. Craig, McKillop, Huang, George, Punwani and Rhee (2020) states that the death rate in hospitals is one of the critical determinants of the performance within the hospital.

The respondents were in agreement that most clients refer their friends, relatives to this hospital, the service delivery is high compared to other level four hospitals in the County, the hospital deals with more than expected clients per day and the quality of the environment is conducive for the customers as shown by mean score of 4.45, 4.31, 3.77 and 3.73 respectively. It was noted by Gonzalez (2019) that when the needs of the customers are met, the customers stick to the organization and repeat purchases of the goods or services will increase.

4.5 Results of Regression Analysis

Regression analysis was utilised to determine how much the independent factors influenced the dependent variable. The results are exhibited in Table 4.8, 4.9 and 4.10 respectively.
Table 4.8 Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.718a</td>
<td>.844</td>
<td>.841</td>
<td>.199</td>
</tr>
</tbody>
</table>

Source: Research Data (2022)

Table 4.8 demonstrates the result on adjusted $R^2$ indicates that continuous improvement, customer focus employee empowerment and top management commitment explain a factor 0.841 of the changes in the performance of level 4 hospitals in Kilifi County. This means that other factors that were not studied contributed to 15.9% of the performance.

Table 4.9 Analysis of Variance

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>40.052</td>
<td>4</td>
<td>13.351</td>
<td>296.61</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>7.427</td>
<td>165</td>
<td>.0045</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>47.479</td>
<td>169</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Research Data (2022)

Table 4.9 provides an illustration of the results. The regression model was very significant in predicting how top management commitment, continuous improvement, and customer focus affected the performance of level 4 hospitals in Kilifi County, as indicated by the significance value of 0.000a. At a 5% threshold of significance, the F was 296.61. The fact that F calculated exceeded the F critical value (value=13.351) suggests that the entire model was significant.
Table 4.10 Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Coefficients (Unstandardised)</th>
<th>Coefficients (Standardised)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>Constant</td>
<td>0.524</td>
<td>.179</td>
</tr>
<tr>
<td>Continuous improvement</td>
<td>0.679</td>
<td>.034</td>
</tr>
<tr>
<td>Customer focus</td>
<td>0.706</td>
<td>.027</td>
</tr>
<tr>
<td>Employee empowerment Top</td>
<td>0.749</td>
<td>.044</td>
</tr>
<tr>
<td>management Commitment</td>
<td>0.889</td>
<td>.40</td>
</tr>
</tbody>
</table>

Source: Research Data (2022)

The findings of Table 4.10 imply that by keeping the independent variables (cost leadership strategy, differentiation strategy, focus strategy and strategic alliance) at constant, the performance of level 4 hospitals in Kilifi County will be at a factor of 0.524. In addition, a unit increase in cost leadership strategy will lead to an increase in the performance of level 4 hospitals in Kilifi County at a factor of 0.679. A unit increase in differentiation strategy will lead to an increase in the performance of level 4 hospitals in Kilifi County at a factor of 0.706. A unit increase in focus strategy will lead to an increase in the performance of level 4 hospitals in Kilifi County at a factor of 0.749 and a unit increase in strategic alliance will lead to an increase in the performance of level 4 hospitals in Kilifi County at a factor of 0.889. Therefore, the resulting equation of regression analysis will be as follows:

\[ Y = 0.524 + 0.679X_1 + 0.706X_2 + 0.749X_3 + 0.889X_4 + \varepsilon \]

Whereby:

- \( Y \) = Organizational Performance
- \( X_1 \) = Countinuous Improvement
- \( X_2 \) = Customer Focus
- \( X_3 \) = Employee Improvement
\(X_4 = \text{Top Management Commitment}\)

The results in Table 4.9, further suggests that continuous improvement had a favorable and important correlation with the performance of level 4 hospitals in Kilifi County as observed by the t-values \((t=19.971, p<0.05)\). The results concurs with Ker, Wang and Hajli (2018) who performed research to determine the impact of health care kaizen on healthcare service improvement in US hospitals and The study’s results indicated that adapting HIS has more potential to reduce the disorders in the outpatient surgery unit and lead to decreasing the period and cost concerning patient flow.

Customer focus was revealed to have a favorable and important correlation with the performance of level 4 hospitals in Kilifi County with t-value of 26.148 and significance level less than 0.05 at 0.000. The findings concurs with Maina (2019) study that investigated the influence of customers' focus on the performance of Karen Hospital in Nairobi and the results of the study revealed that client perception towards hospital costs was not a significant predictor of hospital performance.

Employee empowerment was proven to have a favorable and important correlation with the performance of level 4 hospitals in Kilifi County with t-value of 17.023 and significance level less than 0.05 at 0.000. This finding concur with Sajld (2019) who performed a research to examine the influence of employee empowerment on employee’s performance in private hospitals at Vellore District in India and the findings of the study revealed that employee empowerment was positively associated to employee performance in private hospitals at Vellore District in India.

Top management commitment was revealed to have a positive and significant relationship with the performance of level 4 hospitals in Kilifi County with t-value of 2.225 and significance level less than 0.05 at 0.000. The results agree with Leksono, Siagian and Oei (2020) who reported that top management commitment determined the performance of the organization. In addition, the responsibility indicates that the leaders in the organization are organizations goal-oriented and not self-interested oriented.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter outlines the findings in summary, conclusions, recommendations and suggestions for further studies.

5.2 Summary

The investigation's objective was ascertaining the relationship between total quality management practices and performance of Level four Hospitals in Kilifi County. The total quality management practices included the continuous improvement, customer focus, employee empowerment and top management commitment. Questionnaires were utilised to gather data. Descriptive analysis and regression analysis were utilised to analyze the data. Below is the summary of the findings.

The first research objective focused on determining the relationship between health care continuous improvement and the performance of level 4 hospitals in Kilifi County. The study found the health care continuous improvement had a positive and significant relationship with the performance of level 4 hospitals in Kilifi County. There is regular benchmarking of the employees to enhance their motivation in this hospital and that the management allows everybody involved in the health care continuous improvement process.

The second research objective focused on determining the relationship between customer focus and the performance of level 4 hospitals in Kilifi County. The study has observed that the customer focus had a positive and significant relationship with the performance of level 4 hospitals in Kilifi County. The cost of services in the hospital is affordable to the majority of the residents in the county and that the hospital management has developed a policy of immediate handling of customer complaints.

The third research objective focused on determining the relationship between employee empowerment and the performance of level 4 hospitals in Kilifi County. The study has observed that the employee empowerment had a positive and significant relationship with the performance of level 4 hospitals in Kilifi County. There is high employee
appreciation and recognition that enhances motivation in this hospital, there promotion of autonomy in decision making to the employees by the management and that there is sufficient transport/commuter allowance to all the employees working in the hospital.

The fourth research objective focused on determining the relationship between the top management commitment and the performance of level 4 hospitals in Kilifi County. The study has observed that the top management commitment had a positive and significant relationship with the performance of level 4 hospitals in Kilifi County. The top management in the hospital is committed to quality leadership and that the top management in the hospital is committed to the quality policy.

### 5.3 Conclusions

The study concluded that the hospitals the employees are motivated through benchmarking which enable a mindset and culture of continuous improvement and the hospital management encourages engagement of employees in decision making. The study also concluded that the hospitals have well-structured functions which defines clearly job responsibilities, encourages effective communication, increased staff morale, and quicker decision-making.

The study concluded that the hospitals offer prices that are affordable to their which has enabled it to increase their client base and hence better performance. The hospital encourages feedback from their customers by providing enough suggestion boxes. Running a customer-focused strategy has enabled the hospitals to build a loyal customer base. Customer focus strategy has enabled the hospital to acquire a tangible segmentation of the hospital’s clientele. It has also allowed the hospital to attract the best clients as it simultaneously adapt its strategies according to their needs.

The study concluded that the hospital has empowered their employees by laying trust on them and motivate them for better performance. Employee empowerment has given them the ability to think logically, make decisions based on the circumstances, take charge of their work obligations, and develop their independence. Employee empowerment enhances responsibility and customer service, boosts job happiness, and aids in problem-solving in hospitals.
The study concluded that the management of the hospitals are committed towards seeing better performance of the level four hospitals within the County. The management of the level four hospitals ensures that there quality policies that are used in guiding the operations of the hospitals. Any effective management system must have management commitment to quality. Because they supply the resources for management's implementation and upkeep, the management's dedication to quality is crucial.

5.4 Recommendations

The study recommended that the hospitals should ensure that there is effective communication which is a key element for the continuous culture through conveyance of the right message on the right time to enable the employees align with the corporate culture. The hospitals should implement ownership and trusts to its employees to enable them balance their freedom to create and develop new ideas with the discipline of accountability and ownership. The study also recommended that the hospitals should create an environment where continuous learning is constantly encouraged.

The study recommended that the hospital management should first identify customer needs and expectations. Seek and promote customer feedback by allowing the customers to share their views of the hospitals on an individual basis. Clear service standards that are easy for staff to understand and follow should be established by hospitals and communicated to them. By looking for methods to streamline customer service procedures at each point of the client's journey, you may provide simple and uncomplicated customer service. Additionally, tailor customer service to better fit clients' demands by giving them access to options for goods and services.

The study made a recommendation for the hospital management to delegate tasks to staff with the aim of enhancing and expanding the knowledge and skills of its workers. Establish clear expectations to enable employees to take initiative while ensuring such decisions are in accordance with the objectives of the firm. Give employees control over their assignments and thank them for their hard work. The study recommends that hospitals empower their staff members by soliciting their opinions and suggestions, encouraging them to share knowledge and necessary resources, putting their ideas to the test, and supporting the growth of their communication skills.
The study recommended that the hospital management should build better employee-employer relationships by indispensably motivate its workforce, give due credit and recognize a job well done and ensure that the employees are regularly and steadily consulted about critical decisions. Being unambiguous when communicating project details, such as the deadline and the precise of the product, is important for commitment-based leadership.

**5.5 Suggestions for Further Studies**

The regression model indicated that the variables that were not studied contributed to 15.9% of the performance of level 4 hospitals in Kilifi County. As a result, the research suggests that additional research be done with an emphasis on closing this gap. Further research focusing on the performance of level 5 hospitals in the County should be conducted, according to the study, which also concentrated on the performance of level 4 hospitals.
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APPENDICES

Appendix I: Consent Form

1. Introduction and Purpose of the study

A questionnaire with three parts will be given to the participant in this investigation. The first will focus on demographic information, the second on independent variables, and the third on a dependent variable. Participants are free to respond to the questions in each section in the most straightforward manner feasible.

2. Subject participation

172 individuals are anticipated to engage in this study because they have the necessary knowledge, and it will require appointments during questionnaire distribution and collecting.

3. Potential risks and discomfort

No known risks or inconvenience, but if they do, you can report it to the local police department or the management of the university's post-graduate program.

4. Potential benefit

Participants in this research project will not directly benefit from it; instead, hospitals, community, research scholars, the government, and other parties will all benefit in the long run.

5. Withdrawal from the study

In the event that the participant chooses to take part in this study but later feels the need to stop, he or she may do so without incurring any fees.

<table>
<thead>
<tr>
<th>Participant’s Name:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participant’s signature:</td>
<td></td>
</tr>
<tr>
<td>Research’s Name:</td>
<td>Rashid Mbarrak Hashim</td>
</tr>
<tr>
<td>Research’s signature</td>
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</tr>
</tbody>
</table>
Appendix II: Introduction Letter

Dear Respondent,

I am an MBA candidate at Kenyatta University. I submissively request you to participate in the study. Your finishing up the questionnaires will improve the outcome of the review. Thank you.

Yours Sincerely

Rashid Mbarrak Hashim
Appendix III: Questionnaire

CONFIDENTIALITY CLAUSE:

The submitted responses was totally private and utilized for educational reasons.

SECTION A: DESCRIPTIVE INFORMATION

1. Gender
   i. Male
   ii. Female

2. Highest level of education
   i. Diploma
   ii. Degree
   iii. Masters
   iv. PhD

3. Years worked in the hospital
   i. Less than 1 Year
   ii. Between 1 and 3 Years
   iii. Between 4 and 6 Years
   iv. Between 7 and 9 Years
   v. Over 10 Years
SECTION B: HEALTH CARE CONTINUOUS IMPROVEMENT

The study's first objective is to find out the correlation between health care continuous improvement and performance of level four hospitals in Kilifi County, Kenya and statements relevant to the objective are presented below whereby,

1 ⇒ Strongly Disagree, 2 ⇒ Disagree, 3 ⇒ Neutral, 4 ⇒ Agree, 5 ⇒ Strongly Agree

Kindly tick (✓) ounce per the question in the box provided below

<table>
<thead>
<tr>
<th>Statement</th>
<th>5</th>
<th>4</th>
<th>3</th>
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</thead>
<tbody>
<tr>
<td>The hospital has a quality and functional systems</td>
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<tr>
<td>There are continuous quality audits in the hospital.</td>
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<tr>
<td>The management allows everybody involved in the health care continuous improvement process</td>
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<tr>
<td>There is regular benchmarking of the employees to enhance their motivation in this hospital.</td>
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<tr>
<td>The employees are allowed to put their suggestions on board.</td>
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</tbody>
</table>

Has the health care continuous improvement influenced the performance of the hospital? Please expound

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SECTION C: CUSTOMER FOCUS

The second objective of the study is to ascertain the relationship between customer focus and performance of level four hospitals in Kilifi County, Kenya. Thus, this questionnaire has statements regarding the influence of customer focus on performance.

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<tr>
<th>Statement</th>
<th>5</th>
<th>4</th>
<th>3</th>
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<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>The hospital management has developed a customer feedback system.</td>
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<td>The cost of services in the hospital is affordable to the majority of the residents in the county.</td>
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<tr>
<td>The hospital has a suggestion box for customer feedback to improve service delivery.</td>
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<tr>
<td>The hospital management has developed a policy of immediate handling of customer complaints.</td>
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<tr>
<td>The hospital emphasizes offering quality services to all the customers/clients irrespective of their societal, financial, or ideological affiliations.</td>
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</tbody>
</table>

How does customer focus influence the performance of the hospital? Kindly explain………………………………………………………………………………………………………………………………………………

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SECTION D: EMPLOYEE EMPOWERMENT

This questionnaire has statements regarding the influence of employee empowerment on performance.

<table>
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<tr>
<th>Statement</th>
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<th>4</th>
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</thead>
<tbody>
<tr>
<td>There promotion of autonomy in decision making to the employees by the management</td>
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<tr>
<td>There is regular annual salary in the hospital</td>
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<tr>
<td>There is high employee appreciation and recognition that enhances motivation in this hospital</td>
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<tr>
<td>Most employees in the hospital receive promotions after training</td>
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<tr>
<td>There is sufficient transport/commuter allowance to all the employees working in the hospital</td>
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<tr>
<td>Rewards are given yearly to the most hardworking employee in the hospital</td>
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</tbody>
</table>

In your opinion, does employee empowerment influence the performance of the hospital?
Kindly explain .................................................................
SECTION E: TOP MANAGEMENT COMMITMENT

The fourth objective of the study is to ascertain the relationship between top management commitment and performance of level four hospitals in Kilifi County, Kenya. Thus, this questionnaire has statements regarding the influence of top management commitment on performance.

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<tr>
<th>Statement</th>
<th>5</th>
<th>4</th>
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<tbody>
<tr>
<td>Top management in the hospital is dedicated to quality leadership.</td>
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<td>The top management is committed to fair allocation of resources.</td>
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<td>The top management facilitates employee empowerment.</td>
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<tr>
<td>The top management in the hospital is committed to the quality policy</td>
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<td>The top management enhances the safety of the employees.</td>
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</table>

How does top management commitment influence the performance of the hospital? Kindly explain …………………………………………………………………………

63
**SECTION G: PERFORMANCE**

The dependent objective of the study is to ascertain the performance of Level four Hospitals in Kilifi County, Kenya. Thus, this questionnaire has statements regarding the performance of Level four Hospitals in Kilifi County.

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<tr>
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</thead>
<tbody>
<tr>
<td>The net profits in the hospital has been increasing over the years</td>
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<td>The service delivery is high compared to other level four hospitals in the County.</td>
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<td>The quality of the environment is conducive for the customers.</td>
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<td>Most clients refer their friends, relatives to this hospital</td>
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<td>The hospital deals with more than expected clients per day</td>
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</tbody>
</table>

How has been the performance of the hospital in the last five years? Please illustrate
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64
Appendix IV: Research Permit from NACOSTI
THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licenses is Guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014

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1. The License is valid for the proposed research, location and specified period
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4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies
5. The License does not give authority to transfer research materials
6. NACOSTI may monitor and evaluate the licensed research project
7. The Licensee shall submit one hard copy and upload a soft copy of their final report (thesis) within one year of completion of the research
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