

**RELATIONSHIP MANAGEMENT STRATEGIES AND PERFORMANCE OF  
MATER MISERICORDIAE HOSPITAL IN NAIROBI CITY COUNTY, KENYA**

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**DECLARATION**

I, the undersigned, declare that this research project is my original work and has not been submitted for any degree at this or any other university.

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## **DEDICATION**

I dedicate this work to Almighty God, my defender, and source of inspiration. On his wings, I have escalated. I also dedicate this project to my family for their encouragement and unwavering support in my academic journey at Kenyatta university.

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## **ABBREVIATIONS AND ACRONYMS**

<b>AMREF</b>	African Medical and Research Foundation
<b>BSC</b>	Balanced Scorecard
<b>CRM</b>	Customer Relationship Management
<b>GOK</b>	Government of Kenya
<b>HRM</b>	Human Resource Management
<b>MMH</b>	Mater Misericordiae Hospital
<b>NACOSTI</b>	National Commission for Science, Technology and Innovation
<b>RMS</b>	Relationship Management Strategy
<b>SPSS</b>	Statistical Package for Social Sciences
<b>SDEV /SD</b>	Standard Deviation
<b>WHO</b>	World Health Organization

## OPERATIONAL DEFINITIONS OF TERMS

<b>Customer relations</b>	an organizational wide - process devoted to nurture positive relationship with customers to improve their experience conceptualized in the perspective of patient loyalty, communication strategies and convenience of care.
<b>Employee relations</b>	are the efforts of an organization to maintain and develop the ties between employer and employees on a collective and individual level viewed from the perspective of empowerment, conflict resolution, and work environment relations.
<b>Performance</b>	is a firm's measure of the output attained from a combination of organizational financial and non-financial aspects using the goals and objectives of the origination as a criterion.
<b>Relationship management</b>	is the process of building, managing, optimizing, and enhancing interactions in an organization with key stakeholders, including suppliers, clients, customers, and employees.
<b>Supplier relations</b>	are the process of managing and interacting with third-party vendors that provide an organization's materials, goods, and services to maximize benefits for the company. The current study conceptualized them from the perspective of commitment, trust, and cooperation.
<b>Strategy</b>	plan that provides a clear map of goal achievement under uncertain conditions and added advantage.

## ABSTRACT

A significant change in healthcare systems' delivery and thinking has been witnessed in recent years. This is because, to provide plausible and oriented services to patients who have become the cornerstone of overall processes, many organizations have devised new models to meet performance globally. However, a report by the World Health Organization shows that Kenya needs a more robust healthcare sector characterized by the unavailability of required medical facilities, lack of compensation for employees, incompetent customer service provision, and lack of significant strategy for development. Relationship management, as a strategy for businesses, establishes, fosters, and provides abiding profit-making strategies. This study assessed whether adopting relationship management strategies will influence the performance of Mater Misericordiae Hospital in Nairobi. In particular, the study sought to establish the effect of employee, customer, and supplier relations on the performance of Mater Misericordiae Hospital in Nairobi City, Kenya. The study adopted a descriptive research design and a census sampling technique. The target population for the study was 78 managers comprising top and middle-level management staff and departmental heads of Mater Misericordiae Hospital. The data collection tools employed were open and closed-ended questionnaires. Questionnaire validity was achieved through the establishment of construct validity, while reliability was achieved through a Cronbach Alpha value of above 0.7. Data analysis was done using descriptive statistics and multiple regression and presented in tables and figures. The results from correlation analysis indicated that all independent variables had a strong and positive impact on performance since  $r$  values for all independent variables ranged between 0.5-0.9. Results from the findings included that, from all three variable studies, employee relations had the most decisive influence on the performance of the healthcare facility, indicated by  $r = 0.716$  and  $p\text{-value} < .001$ , followed by customer relations and, finally, supplier relations. The study concluded that relationship management strategies are part and parcel tools to organizational performance. Further, the findings showed that Mater Misericordiae Hospital in Nairobi City, Kenya, had adopted core relationship management strategies, which included employee, customer, and supplier relations. The study recommends that health facility management should employ relationship management strategies in their plans to ensure that they achieve better cycle times with better relationship management strategies while refining quality, delivery reliability, and obtainability.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

Most firms need help to survive in the current highly volatile market environments (Eltayib, 2020). For any business to thrive and maximize owners' returns, it has to perform well. Performance is the engine that drives business and must be addressed if any company has to thrive (Magut, 2019). According to Ayega and Muathe (2018), business continuity is pegged on business performance through employee motivation and embracing cultural diversity. Performance is the key driver for any business since it ensures business progression regarding profits and market dominance.

A large body of literature acknowledges that the organizational performance variable is one of the multiple subjects in the attempt to improve operations in a firm (Katuti, Otieno, & Korir, 2018; Onifade, Opele, & Fasasi, 2021; Eltayib, 2020). For a long time, many investigators have sought to examine the capabilities offered and desired to grasp outcomes when it comes to performance. This is because performance is the most imperative goal and a determinant of productivity (Eltayib, 2020). Effective performance helps businesses align resources, employees, and systems to meet their objectives. Magut (2019) reveals that performance management in an organization engages employees and makes them feel part and parcel in the company's investment, hence their loyalty and job satisfaction, all of which play a part in the firms' productivity.

On the contrary, several pieces of literature have highlighted that organizations have faced many challenges impacting their overall performance. Besides, Magut's (2019) opinion asserts that strategy, a company's game plan management used in the market to achieve goals, plays a significant role in shaping a firm's performance by placing it above its environmental competitors. As noted by Eltayib (2020), to secure a competitive strategy, a business creates activities around a primary type of service or product in order to compete against its product industry. In this scenario, the performance of an organization affects not only its brand and reputation but also future profitability and market share. In this context,

Muthoka (2016) infer that , the human asset of an organization determines its performance to a large extent. It should be treated as an essential asset in the organization.

The cornerstone of performance and success in the business world comes down to one concept: the ability to build honest and lasting relationships with workers, clients, and partners (Knight & Parker, 2021; Arime & Oronsaye, 2020). As noted by Mumelo, Selfano, and Onditi (2017), building relationships with client's yields rewards for all parties, and consumers who feel that a company is responsible for their needs will likely continue to use the company's products and services. Thus, relationship management, which is an aspect of management, has grown in importance in the marketplace where customers are the determinate factor for performance, and organizations who target to achieve set objectives simply cannot do without relationship management (Shafique *et al.*, 2015; Eltayib, 2020).

The healthcare industry is changing globally due to unpredictable patient needs a diverse workforce, disease patterns, and a lack of physical infrastructure (Dinda, Ojera, & Mathews, 2016). Around the world, healthcare facilities that leverage a superior organizational strategy through aligning relationship management strategy with broader goals and vision boost healthcare service delivery, as affirmed by Dinda *et al.* (2016). Further, relationship management in healthcare have major implications to culture, mission and vision , processes and services structures that are centralized for easy management and future patients satisfaction (Ritchie *et al.*, 2019).

Many institutions are formulating different relationship management strategies for performance from global, regional, and local perspectives. Globally, for instance, the Jordanian healthcare system has achieved significant progress in making high-quality medical treatment more widely available to the country's people (Khaleel, Ikhanizadeh, & Khrais, 2022). However, patients' expectations have shifted in sync with their greater understanding, and they now want more than just successful therapies. Because of this transition, hospitals must focus more on patient involvement, education, and empowerment throughout the whole treatment process rather than only on conventional medical procedures. Hospitals may use strategic management practices to ensure their goals are consistent with the healthcare landscape. This proactive approach helps redistribute tasks

more equitably and ensures that employees feel heard and supported, fostering a more resilient and engaged workforce in Jordan's healthcare system (Khaleelet al., 2022).

The publication by Khan and Huda (2016) notes that, for instance, Pakistan's healthcare is ranked as one of the best in performance globally. According to the authors, the rationale for this probable outcome is that Pakistan has invested heavily in an employee relations strategy for performance. Javed and Ilyas (2018) agree with Khan and Huda (2016) and point out that the sector has tougher competition from private and government-owned healthcare facilities, thus leading to the rationale of the probable outcome. For instance, about 108,062 qualified doctors, 5,530 dental doctors, and 46,331 nurses are registered in the country, as attested by Khan and Huda (2016). The improvement is attributed to relationship management strategies in the hospital sectors, which generally shows that relationship strategy encourages innovation in hospital operations and leads to performance attainment. Though it differs in conceptualization in this study and done in the developed country, the findings play a pivotal role in informing relationship management strategy.

In Canada, sustaining high standards of patient care and guaranteeing the availability of life-saving products in the healthcare industry depends on efficient supply chain management relations (Beaulieu, Roy, & Landry, 2018). Besides, one of the most challenging tasks in healthcare supply chain management in Canadian public hospitals is effectively anticipating demand and controlling inventories. Healthcare supply chains must adhere to stringent regulatory requirements to ensure patient safety and product efficacy. These regulations can vary by region and product type, adding complexity to the supply chain management process. A well-documented supplier relationship management strategy can greatly help the care industry. With the help of it, a company can identify suppliers that are more strategic than others.

Kyei-Nimakoh, Carolan-Olah, and McCann (2017) paints a grim picture of Africa. For instance, AMREF Health Africa managers have faced a great challenge, mainly in establishing sustainable projects and delivering expected outcomes to meet hospital performance. This is due to undefined relationship management strategies to retain employees and engagement crises for customer satisfaction outcomes (Kyei-Nimakoh *et al.*, 2017). The findings of the study note that, for example, in 2014, before Ebola hit Sierra

Leone and Guinea, the performance of health facilities in these countries was at 57 %. Reference has been made to the sector's cause in multiple intervention areas.

Strategic governance is now a government-wide reform program in the East African region. To meet the increasing demand for better services, the Rwandan government introduced strategic management measures to improve the effectiveness and efficiency of services. This was used in the Economy Development and Poverty Reduction Strategy (Kirabo, 2023). Beneath the surface of life-saving innovations and a steadfast commitment to patient care, healthcare is a complex web of employee relations challenges. In Tanzania, strict communication protocols and a lack of coordination among teams, so healthcare service quality suffers (Assenga, 2022). Manager's key responsibility is to streamline inter-department communication and bridge any communication gap.

In South Africa, Kirigia *et al.* (2015) looked at Kwanzulu-Natal province hospitals' efficiency in performance from the perspective of strategies employed. The findings attested that more than 40% of the hospital's collaboration between employees and customers could have been better, hence missing the set goals and objectives. The study recommended that relationship management should address workers' environments and customers to ensure optimal performance as well as the loyalty of patients. In this context, healthcare facilities may develop smooth communication channels and plausible hierarchies for decision-making to handle customer complaints and interventions.

In Kenya, the modern Customer Relationship Management (CRM) business strategy encompasses the intricate interplay of people, processes, and technology. It is widely recognized that retaining existing customers is significantly more cost-effective than acquiring new ones. Studies indicate that increasing customer retention rates by a modest percentage can yield substantial profit boosts. For instance, research by Vita and Muathe (2023) suggests that enhancing customer retention rates by just 3 % can double profits. Shockingly, many businesses lose up to 50% of their customer base every five years, highlighting the critical need for effective CRM strategies Rajab, Ngugi, & Kiarie, 2021).

A further look into the results also exhibits statistical significance between relationship management strategies in healthcare facilities and productivity. Research by Katuti and Korir (2018) attests that in the health sector, organizations should apply a relationship

strategy for a maximum sustained effort to maintain and grow relationships between individuals and parties. Several relationship strategies have been drawn from the results to enhance healthcare facilities' performance and sustainable growth. Agango and Achuora (2018) mention that this can be attained by bringing together customer and employee relationships in a hospital by considering the culture of communication, decisions made, and the process of solving interventions when needed. Arime and Oronsaye (2020), along with Cherono (2012), agree with Agango and Achuora (2018) and argue that relationship management strategies represent a central pillar for healthcare facility growth through collaboration between employees and customers for performance.

In the healthcare sector, Kaguu and Mutisya (2024) notes that CRM practices are an essentially Customers' - focused strategy that involves effective management of hospital interface and interaction with Customers'. The hospitals must make the Customers and relatives understand that they provide suitable treatment. These facts demand hospitals have a well-planned Customer Relation Management (CRM) program. CRM plays a dual role: maintaining patient relationships and fostering connections with referring organizations (Muthigah, Kiragu, & Sang, 2022). To optimize CRM in hospitals in Kenya, strategies such as customer-centric business redesign, comprehensive data management, and initiatives have been suggested as crucial (Kaguu & Mutisya, 2024). These strategies enable hospitals to cater to diverse patient needs effectively. Fostering a unified view of each patient across the institution facilitates personalized healthcare delivery and promotes long-term patient loyalty, as noted by Muthigah et al., 2022).

In Kenya's current competitive healthcare industry, managers have realized it is adequate to streamline internal processes and make the supply chain competitive. It will significantly improve their services and patient satisfaction as the primary customer. An organization has Several benefits when maintaining a good relationship with suppliers, including hospital consumables, machines, equipment, and food commodities (Magut, 2019). Maintaining a good relationship with insurance is a prerequisite to the hospital's success.

### **1.1.1 Organizational Performance**

Performance is a firm's measure of the output attained from a combination of organizational financial and non-financial aspects (Nasution & Rafiki ,2018). However,

performance involves several factors, such as task and contextual performance (Knight & Parker, 2021). Task performance is evaluated based on your objectives; contextual performance reveals your softer skills, such as your relationship with coworkers, customers, or ability to solve problems. In the workplace, employee performance is defined by how well a staff member meets the responsibilities of their role and adheres to a company's values and standards (Utin & Yosepha, 2019).

Muthoka (2016) defines performance in strategic management as a firm's approach to applying the set strategy methodology to monitor, measure, and improve organizational goals. Magut (2019) attests that organizational performance is the total results of either economic or activities an organization undertakes. Performance endorses a process perspective focusing on the intended process of efficiency of actions in link with set metrics (Eltayib, 2020).

Performance considers the understanding of managers and adds the appreciation of others' values to the organization. At the levels of operation or individual, performance involves a statistical quality control process because an organization's performance level invites measurement forms, such as employee relationship surveys, which obtain qualitative information on performance from the viewpoint of employees, as elaborated by Khan and Huda (2016). Eltayib (2020) advises that regular assessments should be made to provide organizational management insight into the current performance status to improve performance.

Several concepts have been used to measure a firm's performance. For instance, Kotenko *et al.* (2021) conceptualized performance from the Key Performance Indicators (KPIs) perspective. They are a set of quantifiable measurements that help target teams make better decisions, support strategy, and assist management in focusing on what is of great significance. As Kotenko *et al.* (2021) note, they are classified into customer-focused, process-focused, or financial metrics. The study followed the direction of customer and process-focused metrics to examine performance. For example, hospital management will establish the influence of employment of strategic customer relationships through loyalty and communication to the improvement and performance of the hospital.

In the same vein, according to Nasution and Rafiki (2018), the 1<sup>st</sup> Generation balanced Scorecard (BSC) measures performance from four perspectives: financial, client, learning and growth, and internal processes. To efficiently manage resources, the Balanced Score Card (BSC) has been used as a strategic management tool to address performance management issues. Research by Leksono *et al.* (2019) attests that BSC was developed as a strategic framework to integrate performance indicators derived from the firm's strategy. Similarly, BSC is used increasingly to measure and report health systems performances, as informed by Shukri and Ramli (2015). The study used the BSC perspective of the internal hospital process from the employee perspective to measure organizational performance.

Law (2022) mentions that the performance of an organization can be measured in terms of market performance. Taouab and Issor (2019) attest that they conceptualized performance in terms of return on sales (ROE) and assets (ROA). Some protagonists, such as Braithwaite (2018), mention that health service quality comprises outcome quality and functional quality, where outcome quality involves medical diagnostic procedures. In contrast, functional quality is how healthcare professionals provide patients with quality services. Therefore, within the scenario of these dimensions, the link between the perceived consumer outcome and the expected performance is denoted by customer satisfaction. Nasution and Rafiki (2018), along with Eltayib (2020), agree with Braithwaite (2018) and include that customer satisfaction could be measured using levels of quality services and trust.

Consequently, if performance matches and exceeds expectations, customers are delighted, while dissatisfaction is enabled when performance is below the consumers' expectations. This study measured performance from the perspective of financial stability, service quality, and customer satisfaction. For example, the provision of quality services and customer satisfaction scores through the variables indicated under relationship management, using the BSC approach to determine the processes involving employee retention and quality within the organization and how it affects the commercial and financial aspects.

### **1.1.2 Relationship Management Strategies**

Relationship management strategies are the process and unique ways relationships are cultivated and managed to improve organizational performance (Eltayib, 2020). They are strategies organizations employ to meet their specific goals, which revolve around the organization's employees, customers, suppliers, and other stakeholders (Magut, 2019). Relationship management strategies are gaining thrust globally due to immense competition in the environment (Ngozika, Anthony, & Lucky, 2021) and have initiated the need to establish, develop, maintain, and optimize relationship management between customers and organizations (Agango, & Achuora, 2018).

Nderitu (2016) suggests redefining management relationships to heighten organizational productivity performance. Knight and Parker (2021) argued that organizations could achieve better cycle times with better relationship management strategies while refining quality, delivery reliability, and obtainability. According to Magut (2019), a company's relationship strategic game plan used in the market to achieve goals plays a significant role in shaping a firm's performance by placing it above its environmental competitors.

An organization can explore various relationship management strategies based on their aim. For example, Zehir, Çınar, and Şengül (2016) point out that stakeholder relationship management strategies align organizations' expectations and preferences with outcomes and build collaboration and trust. Stakeholders such as employees, suppliers, partners, or regulators can be internal or external. According to Samwel (2018), employees are among the most critical stakeholder groups that deliver value, reputation, customer satisfaction, and product and service innovation. Employee relations management strategies focus on creating an enabling work environment that facilitates building relationships to achieve organizational goals and objectives (Arime & Oronsaye, 2020) and the link between an organization and its employees (Ngozika *et al.*, 2021).

According to Onifade *et al.* (2021), issues like resolving work conflict recognition, handling employee complaints, and employee surveys, among others, make a positive and successful employee relations culture. The study adopted the direction of employee relationship management strategies indicated by employee empowerment, conflict resolution, and workplace environment standards. A study by Nasution and Rafiki (2018)

notes that building customer relationships, which entails having interactions and relationships with customers to fulfill their unique needs further towards enhancing organizational performance, requires the proper knowledge and skills to build sustainable customer relationships. Eltayib (2020) agrees with Nasution and Rafiki (2018) and elaborates that the approach enables an organization to shift from its expectations to getting more involved in the customer world and provides potential customers in the circle through communication and the capacity to offer new products and services. The study examined customer relations strategy in the perspective of patient loyalty, communication strategies, and patient care conveniences.

Some protagonists, such as Mumelo *et al.* (2017), note that supplier relations are a pivotal strategy in strategic management since they ensure that deliverables and products are readily supplied and reliable in a competitive market. It is the process of managing and interacting with third-party vendors that provide materials, goods, and services in an organization to participate in a new way of operating to maximize their benefits for the company objectives (Oduro *et al.*, 2020) and helps to improve organizational performance (Magut, 2019). This study reviewed the direction of supplier relations as a management strategy through transparency, collaborative planning, and resilience building to deduce its impact on the organization's performance

### **1.1.3 Mater Misericordiae Hospital**

In Kenya, Mater Misericordiae Hospital (MMH) was founded in 1962 by the sisters of Mercy, a catholic order of nuns who originated from Ireland after three (3) years of being registered as the Registered Trustee of an Entity under the Perpetual Succession Act. The hospital later became private and charged service fees from the population. The hospital's vision aims to provide all citizens with quality and affordable health services, meeting their costs and depreciation for medical equipment gradation. It aims to reach out to community members without considering their race, color, or creed and preserve the heritage of the sisters of Mary to be a top healthcare provider in Central and East Africa.

Until the fall of 2010, the hospital operations provided inpatient and outpatient services in the main hospital in the South B area, Nairobi (Mwenemeru, 2018). After realizing growth, a strategy was devised to establish Satellite Clinics. The hospital governing council sets

targets yearly for one clinic to be established and an additional five clinics in their five-year strategic plan. The governing council was guided by the fact that these strategic plans would make MMH reach more people, hence the increase in revenue and the promotion of health services assessment. The report shows that factors considered in selecting the satellite locations include population and space; the first satellite clinic opened in 2010 in Nairobi. The clinic surpassed the set revenue and patients per annum targets. This led to the hospital management devising a plausible strategy to further the process of opening more clinics, according to Mwenemeru (2018).

Even though other clinics have been opened quickly since then, according to Baker (2022), some still need to attain the required resources and prerequisites of operation, leading to their closure. Findings by Mutia (2020) show that the key factors that have acted as barriers to meeting set objectives included negative attitudes of the hospital staff and the limitation of little contact with patients, who are primarily customers in the hospital, and lack of smooth communication between employees, suppliers and all the hospital fraternity at large. The management of relationships as a strategy is thus critical for a health sector to attain performance and added advantage as a competitive factor.

## **1.2 Statement of the Problem**

Good healthcare significantly contributes to economic performance through mutual participation and productivity of individual employees. The establishment of hospitals has, by and large, taken a long time, and a few have attained strong positions in the performance matrix. Mater Misericordiae Hospital(MMH) endeavors to offer quality, exceptional, compassionate, and Christ-centered healthcare of international standards through an innovative, engaged, and highly competent workforce (Omukoko,2023). However,the hospital is recently experiencing employee turnover due to a lack of proper employee communication, demotivation, and staff moving overseas, especially nurses as Mwenemeru (2018) notes. This has led to lean staffing levels and rampant customer dissatisfaction due to unexplained delays and long queues, as the author singled out. Thus, the hospital needs more customer satisfaction and retention (Baker, 2022).

Customers have expressed dissatisfaction with the hospital, as seen in the customer feedback analysis reports; this has reduced the number of patients visiting MMH, thus

affecting the hospital's performance (Mwenemeru, 2018). Other challenges include the growing mistrust and dissatisfaction between suppliers and medical hospital management due to delayed payment and timely communication. This leads to strained supplier relationships with the organization and delayed service delivery. Besides, when an organization is looking to attain the set goals and objectives, the practice of managing businesses has always been the key to success (Karimi & Kavindah, 2021). Alolayyan and Alyahya (2023) notes that whether an individual is a healthcare manager, staff or provider, the necessity to collaborate and communicate effectually, constructively solve conflicts, and work in tandem with stakeholders is paramount.

Several studies have been done to examine the performance of privately –owned hospitals. De Almeida *et al.* (2020) examined hospital efficiency in Brazil, and the findings stipulated that the relationship between customers and employees and the adoption of new technologies significantly improves service provision. In Somalia, Bashir and Mohamud (2019) examined strategies for healthcare performance and denoted that positive collaboration between suppliers and all the hospital stakeholders improved performance. The study revealed that positive collaboration between suppliers and all the hospital stakeholders leads to customer satisfaction.

Agango and Achuora (2018) also studied supplier relationship management strategy and hospitals' performance in Nairobi County. They revealed a strong positive relationship between relationship management strategy and the performance of health sectors. The study further established that relationship management strategy and collective responsibility in the fraternity of hospitals were positively related to the performance of healthcare facilities.

Most of these studies have contextual, conceptual, and methodological gaps. There has yet to be a study done in private hospitals in Kenya to examine relationship management strategies and hospital performance; thus, the study sought to fill this gap. This study provided more insights into combining employee, customer, and supplier relationship management strategies that lead to maximum performance of hospitals in Kenya where, previously, no such studies were conducted in Kenya, primarily in Mater Misericordiae Hospital in Nairobi City County.

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

This study was guided by both general and specific objectives as follows:

#### **1.3.1 General Objective**

The study's general objective was to investigate the effect of relationship management strategies on the performance of Mater Misericordiae Hospital in Nairobi City, Kenya.

#### **1.3.2 Specific Objectives**

- i. To determine the influence of employee relationship management strategy on the performance of Mater Misericordiae hospital in Nairobi City, Kenya.
- ii. To determine the influence of customer relationship management strategy on the performance of Mater Misericordiae hospital in Nairobi City, Kenya.
- iii. To establish how supplier relationship management strategy influences the performance of Mater Misericordiae hospital in Nairobi City, Kenya.

### **1.4 Research Questions**

The study sought to answer the following questions:

- i. What is the effect of employee relationship management strategy on the performance of Mater Misericordiae hospital in Nairobi City, Kenya?
- ii. What is the effect of customer relationship management strategy on the performance of Mater Misericordiae hospital in Nairobi City, Kenya?
- iii. To what extent does supplier relationship management strategy affect the performance of Mater Misericordiae hospital in Nairobi City, Kenya?

### **1.5 Significance of the Study**

The research findings from this study can provide insights into the effect of relationship management strategies used in organizations and the performance of Mater Misericordiae Hospital in Nairobi. MMH management will also better understand how relationship management strategies can be used to enhance organizational performance. The government and policy makers will be assisted in establishing laws and regulations governing relationship management in organizations. Finally, academicians and other researchers will find areas for further research from the study.

## **1.6 Scope of the Study**

This study focused on determining the effect of relationship management strategies on the performance of Mater Misericordiae Hospital in Nairobi, Kenya. This study looked at employee relations, customer relations, and supplier relations strategies as they all relate to the performance of organizations. Balanced scorecard theory, Balanced Based View theory, and Rensis Likert theory were used to underpin the study variables.

A descriptive research design, census, and sampling technique was used to select a sample size of 78 individuals affiliated with Mater Misericordiae hospital management. Primary data was gathered using a questionnaire and analysis done using descriptive statistics and multiple regression analysis. The overall results was presented in tables.

## **1.7 Limitation of the Study**

The unwillingness of respondents to the questions provided in the questionnaire due to fear of losing their job and confidentiality was a challenge to the study. However, the researcher curbed this by assuring them of the confidentiality of their responses and the non-disclosure of their identities. Additionally, the study using just one hospital as a reference for the healthcare sector in Nairobi county, Kenya posed a limitation. However, the study findings will still be helpful to policymakers, management of hospitals, and academicians. Resources also posed a challenge to the researcher, which was addressed by having a work plan with a budget for financial planning.

## **1.8 Organization of the Study**

This research project is organized into five main chapters. Chapter one gives information on the study background on relationship management strategy, the critical variable of performance, relationship management strategy an overview of Mater Misericordiae Hospital in Nairobi City, Kenya, an introduction of the statement of the problem, study objectives and its significance, scope, and limitations. Chapter two entailed the theories that underpinned the study and the gaps created, and finally, the conceptual framework was analyzed. Chapter three focused on the methods of data collection and measurement. In chapter four, discussion of the study findings were detailed and finally chapter five gave the the study conclusions, recommendations and suggestions for further studies.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter focused on the theoretical and empirical reviews and the conceptual framework. This chapter focused on assessing related theories to this study and included the balanced scorecard, balanced-based view theory, and Rensis Likert theory. The empirical review focused on past research and studies and linked with the study objectives. Research gaps emanating from the study were also indicated and summarized in the study gap table and the conceptual framework in this chapter.

#### 2.2 Theoretical Review

A theoretical review segment covered guiding theories selected by the researcher. The balanced score card theory, Knowledge Based View theory and Rensis Likert theory were used to underpin the study variables.

##### 2.2.1 Balanced Score Card Theory

The Balanced Score Card (BSC) concept was developed by Robert Kaplan and David Norton in 1992 to establish how organizational performance can be measured (Kaplan & Norton, 1992). The balanced scorecard theory was designed to align and measure organizational performance based on organizational goals and objectives, mission, and vision. BSC focuses on four financial concepts, customer, learning and growth, and internal business process concepts (Kaplan, 2010). The financial concept focuses on a firm's performance from the financial perspective of the profit they gain. The learning and growth concept is based on how organizations focus on their employees' training and development. In contrast, the internal business process concept is based on various business activities that constitute organizational performance (Kaplan & Norton, 1992).

According to Marete (2015), the balanced scorecard theory is one of the main tools used when dealing with changing environments as a critical response to new global competition. In line with Kaplan (2010), the balanced scorecard theory concept measures an organization's tangible and intangible assets and can be used in private and public organizations. For Franceschini and Turina (2012), measurement systems are tailored to

the requirements of the supply chain, explicitly using BSC. The satisfaction and performance of all categories of stakeholders using BSC leads to the total value of the supply chain, which includes collaboration, effective communication, and the provision of resolutions during conflicts in a firm, as Kaplan (2010) points out.

Research by Chang (2009) elaborates that organizations use BSC to measure and monitor progress towards strategic targets, prioritize products and services and communicate what they are trying to accomplish. On the same note, Park *et al.* (2005) urge other personnel in an organization hierarchy can dependent on BSC to show their contribution to business growth. Leksono *et al.* (2019) recommend that BSC help to communicate goals, measure progress and coordinate the efforts of their employees. In this regard, a well-developed balanced scorecard takes account of a wide variety of factors that influence business success.

Marete (2015) notes that while financial performance is part of a balanced scorecard, other elements include process quality, organizational culture and customer satisfaction. This is because financial performance only includes a single part of the metrics, and BSC attempts to give managers and leaders a more evaluated and monitored concept of the performance of an organization.

In healthcare facilities, the key areas that a balanced scorecard focuses on include the internal business process perspective, customer perspective, and organizational capacity perspective for performance, as attested by Leksono *et al.* (2019). Internal business process are the key factors that determine how effective an organization runs. In this regard, a balanced scorecard puts into perspective the measures that an organization can help to formulate relationship strategies that conform to customers' desired standards. The study followed the internal business process perspective approach in supplier relations strategy to determine its influence on hospital performance through transparency, collaborative planning and resilience building.

Qadir and Ali's (2017) study note that customer satisfaction can drastically impact a company's success. Measuring performance at the individual customer levels allows a firm to consider a new customer profitability matrix, such as reputation versus competitors. On the other hand, in healthcare facilities, Ritchie *et al.* (2019) point out that the theory behind

the BSC customer perspective is that profit-making hospitals or private healthcare facilities ensure continued loyalty, ensure that the dynamics of communications within the organization are pivotal, and standards of products or services with delivery and payments are customized.

Besides, criticism has been levelled at the theory. Park *et al.* (2005) observe that BSC requires an organization to gather new data, which, as a result, creates work overload for some departments. For Marete (2015), BSC prioritization of company perspective is an issue as it needs to include collaborative measurement of elements like trust and competency within the processes. Thus, the theory needs to be explored more effectively (Marete, 2015). This study determined to capitalize on the relationship management strategy.

Despite the criticism, the theory was related to the study since it introduced customer, employee and internal processes metrics into performance management systems. BSC tracks strategic based elements and action items to explain status towards achieving performance in four perspectives (Kaplan & Norton, 1992) and these strategic link capabilities identifies, monitors, and manages critical success factors thus enabling cause and effect link among measures within BSC to ascertain that every part in the organization aims towards achieving set goals and objectives (Ritchie et al.,2019).It features all relationship management strategies to hospital value propositions and outcome metrics. BSC was the anchor theory .

### **2.2.2 Knowledge-based view Theory**

The model of knowledge-based view theory was developed in 1996 by Robert Grant. The knowledge-based view is a strategic management concept that gives an organization multiple strategies to compete for more in the market environment. According to Han and Li (2015), the Knowledge-based view theory plays an essential role in establishing learning organizations for employees that are pivotal in the human capital establishment in the structure of activities. This is because resources are characterized by challenges of chain transmission and limitations (Ghonar, 2015).

DeNisi and Jackson (2003) point out that the knowledge-based view reinforces the mandate of collective responsibility in a firm upon which coordination mechanisms can operate

successfully. Because individual employee knowledge is increasingly mobile, integrating knowledge in link with the attention given to developing a shared knowledge domain is essential. This is achieved through employees' involvement in formulating operational and firm transformational goals.

Balogun and Jenkins (2003) attest that the KBV concept routinizes systems of multiple specialists in a firm that simultaneously perform individual tasks to enable reliable communication and make plausible decisions without any challenge; hence client satisfaction is attained. Therefore, the sustainability of an organization's knowledge-based advantage lies in knowledge integration across stakeholders and employee relations practices.

Research by Han and Li (2015) found that a firm's strategic knowledge and employee responsibilities add value to system operations and the information process and should be observed when a firm wants a competitive advantage. Firms adopt the creation of knowledgeable strategies to develop strong performance practices (Muriuki *et al.*, 2017). The viable reason for healthcare facility adversities in attaining performance, as McIver and Lepisto (2017) substantiate, is the need for more norms, assumptions, and shared values alongside the practices that individuals in an organization share. Within this scenario, KBV perceives employee actions regarding knowledge sharing and utilization. The theory emphasizes the flow method of distributing knowledge through employee mentoring and collaboration. In this context, research by Onifade *et al.* (2021) shows beyond doubt that an employee's ability to solve issues, make decisions, and spearhead a firm to the uttermost for competitive value heavily depends on strategy exploration acquired through knowledge sharing and exporting within a firm.

Besides, KBV has been criticized, and the research community has issued several challenges. Ghonar (2015) questions whether a firm's most strategic resource is knowledge without considering its application or retention within individuals. The author mentions that change management is a more vital resource than knowledge in the current environment in which firms operate. Han and Li (2015) recognize that the development of closer ties to organizational learning can strengthen KBV more than mutually recognizing

that the process of individual learning is impacted mainly by the context of the firm and their self-sense.

However, the theory was relevant to this study as it focused on employee relationships and their contribution to performance. This theory shed more light on how health facilities can create a competitive advantage by integrating and coordinating specialized knowledge that employees develop through conflict relations, employee empowerment, and work relations. Thus, the theory anchored the variable of an employee relations strategy.

### **2.2.3 Rensis Likert Theory**

Rensis Likert formulated Rensis Likert Theory in 1967. It constitutes a balanced approach to the relationship between humans in an organization, including employees and employers, customers, and stakeholders. The theory asserts that human relationships transcend other relationships in an organization and that effective organizational management and performance are hinged on customer relationships. The Rensis Likert theory emphasizes that the kind of leadership styles employed by employers determines the relationship between employers and customers, affecting the performance of organizations. In this scenario, leaders in an organization that utilize an autocratic leadership style tend not to get the best from their employees regarding performance; this assertion is similar to Taylor's Scientific Management Theory (Arimie *et al.*, 2020).

According to Likert (1967), the development of employees in terms of training and organizing conferences gives employees a sense of worth and full realization of their skills and capabilities which can then be used to gear up the organization's performance. Also, when leaders in an organization create an environment that fosters friendly and cordial relationships between them and their employees, it tends to affect the organization's performance positively; hence the retention of customers is assured (Likert, 1967). Good leaders in an organization make sure that there exists a cohesive bond that establishes that employees are satisfied with their job and incentives are given to them to enhance customers as noted by Eltayib (2020) in the organizational performance.

The value of the customer is a dual concept (Nyadzayo & Khajehzadeh, 2016). Once a service in an organization brings customers loyalty, honesty, and satisfaction, the firm has

made a permanent value to consumers. Primarily, customers are searching for organizations whose service providers generate plausible and affordable utilities.

Otherwise, service providers seek customers who can yield more profits and revenues over time. Elkhoja (2019) mentions that Rensis Likert Theory consultative system style enables customers to be given freedom and involvement in consultations, service related issues where these key aspects lead to customer retention and satisfaction.

It is also worth remembering that the quality of information offered by management during the interactions is essential for the firm's refurbishment to customers. This perspective considers organizations' capacity to provide quality services, adopt effective communication, and address customer concerns (Nyadzayo & Khajehzadeh, 2016). Besides, although it is evident that the theory is used by many organizations to guide the process of customer relationship and performance, criticism has been levelled at the theory. Armie *et al.* (2020) mention that the theory may not apply to smaller and growing firms; it focuses on multiple management dimensions and may only sometimes be practical.

For Gonos and Gallo (2013), the theory's interdependence nature needs to be more effectively defined as it focuses on the organization to retain customers for performance. The theory was relevant to this study as it focuses on customer relationships and their contribution to performance. This theory shed more light on how healthcare facilities can create a competitive advantage through effective communication, conflict resolution, and retention. Thus, the theory anchored the variable of customer relations strategy.

### **2.3 Empirical Review**

An empirical review analyzes previous researchers who are relevant to a given topic. Generating multiple indicators and constructs to form a conceptual framework is crucial. This segment presents a review of the literature on the study variables. The review was done on studies related to employee relationships, customer relationships, and supplier relationships on organizational performance. After the review of the literature, emanating gaps that the study sought to fill were pointed out.

### **2.3.1 Employee Relations and Organizational Performance**

Arimie and Oronsaye (2020) studied the effect of employee relations and organizational performance in Nigerian firms. The study used secondary data from relevant literature, publications, and journals. This study data collection tool was a questionnaire. Findings stipulated that disregarding employee needs, which is the desire to be recognized, respected, and valued in a firm, has a reliable effect on the firm's performance. The study further established that employee relations is positively influenced by communication, decision-making, and a smooth working environment indicators. The study differs from this study in terms of methodological approach since it used secondary data while this study used both primary and secondary data to analyze findings.

Ngozika *et al.* (2021) explored the link between employee relations and the performance of organizations. The target population was organizations in Ogba, Egbeda, and Ndoni local governments of Nigeria. The research used secondary data and analyzed it using descriptive statistics and inferential analysis. The study findings showed a significant relationship between employee relations and organizational performance. However, the research study used secondary data, while this study relied on both primary and secondary data.

In another major study, Onifade *et al.* (2021) investigated the influence of employee relations on organizational performance in Nigeria, targeting De-United Foods Industry Limited using a descriptive design approach. To answer research questions, 215 employees were chosen from the top, middle, and low-level management. The sample was selected using simple random sampling. Primary data was gathered using a structured questionnaire and analyzed using descriptive statistics (tables, straightforward percentages, and pie charts) and simple linear regression. From the analysis, it was discovered that employee relations significantly impacts a firm's performance. However, the study focused on the Nigerian food industry, creating a contextual gap in this study.

Ngari and Agusioma (2013) did a study on different ways in which employee relations affect Kenya's private universities' performance. To answer this study problem, a descriptive research design was adopted. Using a questionnaire as the data collection tool, a sample of 80 respondents was used. Data were analyzed using SPSS. Findings from the

results obtained stipulated that employee practices, relationships, and communication affected private universities' performance. Also, from the regression findings, correlation coefficients suggested that the relationship management strategy in employees can elaborate 56.2 % of the overall performance. The study was done in universities; hence their findings cannot be generalized in hospitals.

Cherono (2017) study established that the participation of employees in an organization significantly leads to productivity improvement in Unilever Tea Kenya Limited. It purposed to examine the effect of employee relations on organizational performance. The study was based in Kericho County. A descriptive research design was adopted to achieve the study objective. This study targeted 696 employees to obtain primary data using structured and unstructured questionnaires as the data collection tool. Findings from the data collected stipulated that the company productivity, as indicated by a mean of 4.2258, implies that employees' relationship in decision-making through union as a collective responsibility positively impacts performance. However, the sector under study has a gap since it is horticulture rather than a health facility. This research intends to fill in the gap.

### **2.3.2 Customer Relations and Organizational Performance**

Soltani et al. (2018) studied ways in which the performance of an organization is influenced by customer relationship management. This investigation gathered data from 260 East Azerbaijan Tax Administration employees comprising senior and supervisory level participants. A semi-structured questionnaire was employed as the data collection instrument, and partial least squares (PLS) were used for model testing. The study found that customer centricity is crucial for revenue mobilization and tax compliance. It was also revealed that the recognition of customer loyalty convinced customers to remain interested in the organization's products and services. The study concluded that customer experience considers the consumer's feelings after benefiting from the organizational services. Despite its significant and exciting results, the research creates a geographical and contextual difference, whose operation environment considerably differs from that of the healthcare sector.

Jareankiatbovorn (2018) examined client views on customer services and the performance of the airline sector in Thailand. Using a quantitative technique, questionnaires were

administered at Bangkok airport. Four hundred eighty respondents took place. Determination from the analysis elaborates on the connection between customer relationship and performance from the perceived justice and client loyalty recovery. More importantly, the study analysis gave airline leadership plausible insights to meet set goals across many service failures in many organizations. Findings show that corporate customer relationship is strongly related to firm performance. The study left a gap as it only indicates that customer relationship improves performance, thus failing to show its impact on overall firms' performance. Furthermore, the study was conducted in a different country, organization, and sector. This study intended to fill in these gaps.

Shafique *et al.* (2015) studied customer relations impact to organizational performance in Pakistan's telecommunication firms. The sample size consisted of 300 employees from telecom organizations in Pakistan, and through the administration of questionnaires, primary data was gathered and analyzed using multiple logistic regression analysis. Results obtained show that customer relationships affected the performance of telecommunication firms. From the regression findings, correlation coefficients obtained suggested that customer relations can explain more than 65 % of performance. The study gap focused on telecommunication organizations in Pakistan, while this study focused on Kenya's healthcare industry.

Nasution and Rafiki (2018) examined the link between customer relations on organizational performance. This research examined how customer relationships affect a firm's performance. A cross-sectional research design was employed on targeted managers and supervisors in medium enterprises. To attain this objective, 82 respondents were selected through a stratified random sampling method as the study size. Analysis was done using multiple regression analysis. The study findings established a strong link between customer relationships and performance. Results established that the effect of customer relationships on performance was enhanced by effective communication, decision-making, and recognition. The gap created in the study is that a cross-sectional research design was employed, while this study utilized a descriptive research design.

Eltayib (2020) in Sudan examined customer relations impact on organizational performance in the telecommunications sector. To achieve the study objective, a

quantitative study methodology was applied. A structured questionnaire was employed to gather primary data. A sample of 286 customers as the study respondents sample size was used. Multiple regression analysis was done on the data conducted. Findings attested that customer relationship has a significant impact on organizational performance. Empirical results further showed that long-term sustainability related to customer relationship structures enables the firm's enhanced performance. The study was conducted in Sudan, constituting a geographical gap as this study was conducted in Kenya.

### **2.3.3 Supplier Relations and Organizational Performance**

Oduro and Gbadeyan (2020) examined supplier relationship management's impact on Ghana's hospital performance. This research mainly focused on reviewing how supplier relationships affect the performance of an organization. To answer research objectives, the research employed an observational study design to measure participant's exposure and outcomes at the same time. A random sampling technique and method were used on 125 public and 105 private hospitals, and a sample size of 205 participants was selected as the observation unit. Primary data was collected through a structured questionnaire, which was analyzed using the ordinary least squares method. The study's investigation stipulated that with mutual supply relationships, the performance of an organization can move to the utmost. The study's utilization of two sampling techniques created a research gap that was bridged in this study.

Bashir and Mohamud (2019) also researched how manufacturing firm performance links to supplier relationship management in Mogadishu, Somalia. The study discussed how firms could better pursue supplier relationship management strategy and realize their set objectives, as well as the development of an integrated scorecard for manufacturing suppliers. To answer research objectives, a descriptive design was adopted for 172 respondents from the manufacturing staff. A semi-structured questionnaire was employed as the data collection instrument. Findings revealed that supplier relationship management streamlines and makes enterprise processes and its suppliers better functional. It also comes out from the study that when suppliers are strategically included as part of a buyer's business, it is not surprising to see supplied quality and quantity products free from legal battles. The study concluded that there is a need for the creation of a supplier relationship

management strategy to be approached effectively to enhance its mandate in performance. However, this study was based on a profit-making firm in Somalia whose operation environment differs from that of hospitals in the study.

Rajab et al. (2021) surveyed the responsibility of supplier relations to the performance of firms in Kenya. Using descriptive research design, the research targeted 499 Nairobi County, Kenya firms. To ensure each manufacturing firm's selection equality, the stratified technique was employed, data was collected using questionnaires, and descriptive and inferential statistics were used to analyze data. Findings inferred that when there is an increase in the level of supplier relationship management, there is a shoot in the performance of these manufacturing firms. It was also revealed that supplier relations increase efficiency since the suppliers gain more knowledge of their business, allowing them to meet their needs effectively. However, empirical gaps arise since the study was open to the influence of other relationship management strategies like employees and customers.

Locally, In Bungoma County, Kenya, Mumelo *et al.* (2017) did a study to evaluate how small-scale enterprises' growth was linked to supplier relationship management strategies. The study was cross-sectional, with 1,011 small-scale enterprises as the unit of analysis. A stratified random sampling method was employed to select 287 respondents as the unit of observation. Descriptive statistics, regression, and correlation methods were used to analyze the data collected. Findings reported a significant influence of supplier relationships on a firm's performance. The findings revealed that the long-term relationship between suppliers and buyers of small-scale enterprises instigated a new ordering process and control of inventories, delivering operational and financial benefits to both parties. The research concluded that by working together with suppliers, a firm can tailor its supply chain to meet its individual needs. A contextual gap is created as this study is based on a small-scale enterprise; hence, its findings cannot be applied to the healthcare sector.

Muema (2016) conducted a study in Kenya's sports sector and sought to determine the commonly used impacts of supplier relationship management strategies on organizational procurement performance. The study population was 25 employees from the procurement department in Sports Kenya and its units. The questionnaire enabled the data collection

and was analyzed through SPSS version 20.0 for Windows. Results established that, from all attributes measured on supplier relationship management governance strategy, the standard deviation was the highest across all attributes. This implies that Sports Kenya needs to use the strategy consistently. Besides, it was revealed that supplier relationship management has less price vitality and reduces costs since delays, availability challenges, and quality issues are reduced. However, since the study should have emphasized relationship management strategy to the performance of organizations, an empirical gap arises. Further, a contextual gap emerged as the investigation was not conducted in a hospital in the City County of Nairobi.

## 2.4 Summary of Empirical Review and Research Gaps

This chapter reviewed multiple studies relevant to this study and those linking employee, customer, and supplier relationships as management strategies to a firm's performance. Reviewing literature helped look at other similar studies and the methods used in data analysis. The reviewed literature exposed gaps. Besides, generalizing most reviewed literature is only possible if some were conducted in other countries.

**Table 2.1: Summary of Literature and Gaps**

<b>Author/year</b>	<b>Study purpose as a Topic</b>	<b>Key findings</b>	<b>Research gaps Identified</b>	<b>Focus of the current study</b>
Onifade et al. (2021)	Influence of employee relationship on organizational performance in Nigeria	It was discovered that employee relationship has significant impact on the performance of a firm.	The study focused on Nigeria food industry, creating a contextual gap	This research was based on a healthcare facility in Nairobi county
Ngozika <i>et al.</i> (2021).	the relationship between employee relationship and organizational performance	A positive relationship between employee relationship and organizational performance	The study was a qualitative in nature	This study combined both qualitative and quantitative to collect data
Oduro et al. (2020)	Determined influence of	findings showed that supplier	The use of simple and	The study utilized census

	supplier relationship to performance of hospitals in Ghana	relationship had a significant influence on organizational performance	convenience random sampling technique	sampling technique
Eltayib (2020)	Examined the impact of customer relationship on organizational performance in the telecommunications sector in Sudan.	A significant effect of customer relationship on organizational performance	The research geographical location was Sudan	This study conducted in Kenya
Arimie et al. (2020).	To explore the influence of employee relationship and organizational performance in Nigeria.	Significant impact in the connection between employee relationship on organizational performance	The study was anchored on theoretical approach	This research study was based on an empirical approach
Magut (2019)	Carried out a study to determine the link in supplier relationship and organization performance in Kenya	There exists a significant relationship between supplier relationship and organizational performance	The study utilized both open and close ended questionnaire	The study used structured questionnaire
Bashir Mohamud (2019)	Supplier relationship management effect on the performance of manufacturing firms in Mogadishu, Somalia.	It was established that the construct streamlines and makes the processes between enterprise and its suppliers more effectively	this study was based on profit making firm in Somalia	This study was based in a healthcare facility
Nasution <i>et al.</i> (2018)	Assessed whether or not customer relationship has significant effect on the performance of a firm in Indonesia	Significant influence of the link between customer relationship on	The use of cross-sectional research design	This study made use of descriptive research design

		organizational performance		
Jareankieatbovorn (2018)	Client views on customer services and the performance of airline sector in Thailand.	Determination from the analysis elaborate that the construct brought perceived justice and client loyalty recovery	The study examined only one indicator to establish the airline sector performance	The study examined three constructs of performance; employee, customer and supplier relations in MMH in Nairobi county.
Mumelo, Selfano and Onditi , (2017)	Determined ways in which SMEs in Bungoma town, Kenya benefited from supplier relations	Significant influence of supplier relationship on firm's performance.	Contextual gap is created as this study is based in a small-scale enterprise	This study collected data from a healthcare facility.
Ngari and Agusioma (2013)	Ways in which employee relationship affect Kenya private universities performance.	Findings from the results obtained stipulated that employee practices, relationship and communication affected private universities performance	The study was done in universities hence their findings cannot be generalized in hospitals.	This study gathered data from a health facility in Nairobi.
Cherono (2012)	Explored how firms performance is influenced by employee relations strategy in Kenya firms	Employee participation in an organization significantly leads to the improvement of productivity	Gap emanates since it was horticulture and not health facility	The study collected data from a healthcare facility.

**Source: Author (2023)**

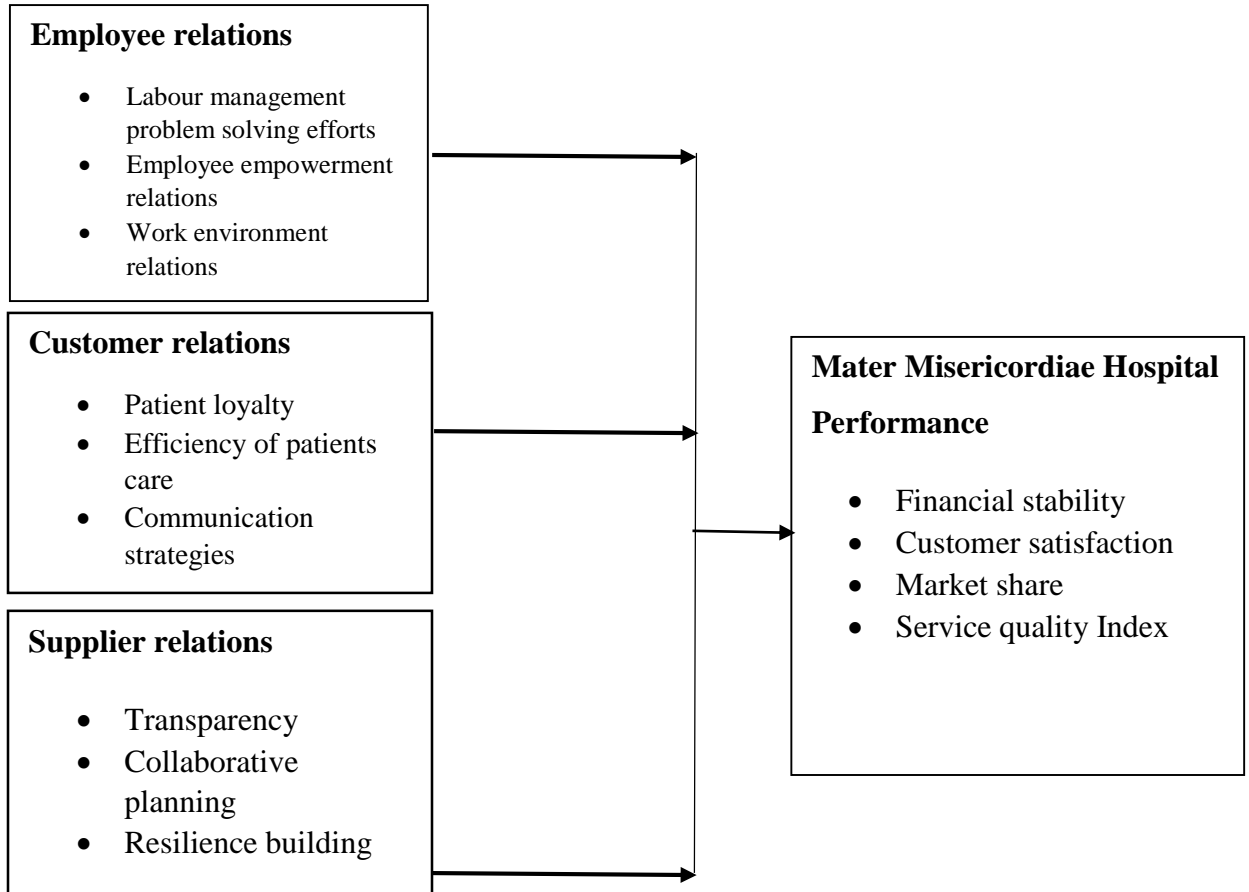
## **2.5 Conceptual Framework**

Conceptual framework generally is a concise description of a given phenomenon in research which is either graphically or visually depicted in the major variables under

investigation. Conceptual framework in the study focused on the illustration of the study variables (independent and dependent) and their relationships as Figure 2.1 indicates.

**Independent Variables**

**Dependent Variable**



**Figure 2.1: Conceptual Framework**

**Source: Author (2023)**

Each of the independent and dependent variables had indicators and were examined concerning the performance of MMH. Employee relations meant to create workplace policies around employee needs and issues, resolve and prevent issues between employee and management and maintain and improve positive working conditions. Customer relations involved encompassed all interactions between parties in the healthcare facility to provide patients loyalty, continuous evolution through communication and improvisations in patients efficiency care. Supplier relations involved the systematic

approach of interacting and managing third party vendors that provides materials and goods through transparency, resilience building and collaborative planning.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

Chapter three covered the investigation approach. Various sections provide the methodology and include details of the study design, the targeted population, and the methods that were used for sampling. The chapter also outlines data collection tools and procedures and the study reliability and validity of instruments. The research's ethical presentation is also considered.

#### 3.2 Research Design

Creswell and Creswell (2017) opine that research design as a researcher's strategy aims to evaluate different study components for a research problem addressed systematically. It guides the methods used for analyzing the data and includes methods and tools used for sampling to outline the specified timeline to conduct the research (Meyers *et al.*, 2016). The research used a descriptive design to obtain data and information on the effect of relationship management strategies on healthcare facilities' performance. Sekaran and Bougie (2016) infer that through observing and collecting data for a research problem, descriptive study design helps researchers provide insights into a specific issue that can inform future studies.

This study is considered a descriptive study design since it concerns the association between relationship management strategy and organizational performance in existing conditions and the prevailing growing processes and practices.

#### 3.3 Target Population

In any research, a target population is the entire group of individuals or units a researcher is interested in analyzing to make inferences (Mugenda & Mugenda, 2003). It defines the general characteristics of all individuals who qualify for the investigation by providing an available scope of the underlying population or universe to determine the sample size (Sekaran & Bougie, 2016). According to human resource data from Mater Misericordia Hospital (2019), there are 78 managers comprising top and middle-level management staff, and this group formed the study population. Top management comprises executive

managers, while the middle level comprises unit managers and departmental heads. The choice of this management level in this study was that these levels are mandated to make decisions and ascertain that all strategies set are achieved

**Table 3.1: Distribution of Target Population**

<b>CATEGORY</b>	<b>TITLE</b>	<b>POPULATION SIZE</b>
Top-level management	Top managers	18
Middle level management	Middle managers	60
<b>TOTAL</b>		<b>78</b>

**Source: Mater Misericordiae Hospital (2019)**

### **3.4 Sample and Sampling Technique**

Sekaran and Bougie (2016) define sampling as the approach that allows a researcher to infer information of a population based on subsequent population results without investigating all participants. The approach helps in getting a workable study population size, and generates results of the population targeted according to the authors. Creswell and Creswell (2017) stresses that when the population is less than 150, one key approach is to use the entire population as a sample. The study used census sampling to select and include all targeted respondents of the population. It is an excellent choice in situations where the various components of the population are not homogeneous and provides extensive and in-depth information on a wide range of issues (Mugenda & Mugenda, 2003).

### **3.5 Data Collection Instrument**

The data collection instrument concerns the researcher's tools used to collect data (Mugenda & Mugenda, 2003). The study data collection tool was a semi-structured questionnaire to collect quantitative and qualitative data, which secondary sources will support. The questionnaire was considered the appropriate data collection tool in the study because it is economical and allows respondents to be easily reached.

In questionnaire designing, the researcher examined the research literature review to grasp the critical relationship management strategies regarding each variable. Five questions were developed for each variable using personal knowledge and guidance from the literature concept. Further, in creating reliable and valid questions that pivotally answered

the study questions to provide measurable quantitative and qualitative data, the study tool was divided into closed and open-ended questions distinct categories recommended by Krosnick (2018) in line with the study objectives.

The first section (SECTION A) contained demographics, and Sections B, C, D, and E had items on relationship management strategies in hospitals. The questionnaire had a 5-point Likert scale for respondents to rank their opinions. All respondents indicated agreement levels from strongly agree to disagree (5-1), respectively. Secondary data was also collected from documents on the Mater Misericordia hospitals' websites in Nairobi County. This includes newsletters, annual reports, and corporate plans to supplement data collection.

### **3.6 Validity and Reliability of Research Instrument**

The chapter section details the research instruments' validity and reliability tests used while collecting data in the field. According to Cooper and Schindler (2014), both validity and reliability in research detect any possible constraints the respondents may encounter in responding to questionnaire questions. The two tests were conducted prior to the actual data collection exercise.

#### **3.6.1 Validity of Research Instrument**

The study's validity concerns the research instruments' truanacy level that describes the phenomenon under research and can describe the nature of the studied problem (Mugenda, 2003). There are four types of validity in research: construct validity, which signifies the overall validity of a specific method; content validity, used to evaluate measurement tests; face validity for test appropriateness; and criterion validity, used to evaluate test relativity (Sekaran & Bougie, 2016).

In the study, content validity was ascertained with the help of a supervisor who reviewed the questionnaire to establish its adequacy validity. The supervisor also established construct validity by reviewing items in the questionnaire in link with the conceptual framework and the empirical study conducted. This helped to ensure that all variables to be assessed reflect constructs of theories from the respondents' literature review.

### 3.6.2 Reliability of Research Instrument

Research reliability is a concept that checks the consistency of the questionnaire. It is the level to which output is consistently produced when repeated several times (Sekaran & Bougie, 2016). The study used a reliability method to measure three variables. Firstly, a pilot test was performed to ascertain the reliability of the study instruments. Creswell and Creswell (2017) define pilot testing as a preliminary small-scale rehearsal that tests research instruments and uses the results to fine-tune the study or guide the methodology of the study's large-scale investigation.

The researcher conducted a pilot study involving 15 randomly selected respondents to ascertain the data collection tool's reliability to discard or modify items deemed inadequate or unclear. The randomly selected respondents were not included in the final study sample. The Cronbach's Alpha reliability test was used to demonstrate whether or not internal reliability scores were reliable (Cronbach, 1951). The study upheld the threshold of 0.70 of the coefficient value to ascertain its reliability. Taherdoost (2016) points out that a Cronbach Alpha coefficient above 0.7 indicates good reliability. Thus, the study adopted a threshold value of 0.70 to establish the instrument's reliability, and the results are indicated in Table 3.3.

**Table 3.2: Pilot test results**

<b>Variables</b>	<b>Total items per variable</b>	<b>Cronbach's Alpha</b>	<b>Remarks</b>
employee relations strategy	5	0.95	<b>Excellent</b>
Customer relations strategy	5	0.72	<b>Acceptable</b>
supplier relations strategy	5	0.84	<b>Good</b>
Organizational performance	5	0.78	<b>Acceptable</b>
		<b>0.82</b>	<b>Good</b>
<b>Overall Cronbach's Alpha Score</b>			

**Source : (Pilot test data (2023))**

### 3.7 Data collection Procedure

All ethical guidelines and principles are essential to address the study's ethical aspects, which were considered to be taken into account. The researcher used the drop-and-picking method to deliver the questionnaires for the respondents to fill in so that their duty rota would not be interfered with. Before collecting the data, an introduction letter from Kenyatta University was sought and granted. A permit from the National Commission for Science Technology and Innovation (NACOSTI) and a permit from MMH were also sought. The participants were assured of the right to withdraw from the study. No personal identifiers were recorded, and codes were used for each questionnaire to ensure data confidentiality.

### 3.8 Data Analysis and Presentation

According to Dannels (2018), data analysis is interpreting data using analytical reasoning for trend determination. The duly filled questionnaire was coded into an excel sheet, and the respective responses appropriately entered into the system. After the data entry exercise, cleaning and sorting was done and exported to SPSS to compute descriptive and inferential statistics. Descriptive data was measured arithmetically by analysis of descriptive statistics which include mean, standard deviations, percentages, and frequencies. Inferential data was measured through regression and correlation. Qualitative data will be analyzed by arranging responses according to the research questions and objectives.

In making predictions and conclusions after the summary of the characteristic of the data set, inferential statistics was used to understand the larger population from which the study sample is taken. Inferential statistics involved the multiple linear regression analysis models of relationship management strategies and performance of Mater Misericordiae Hospital and was linked with the model as :

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon \dots \dots \dots$$

Where;

Y is dependent variable (Organization performance)

$\beta_0$  is the constant  $\beta_{1-n}$  are regression beta coefficients

$\beta_1 - \beta_3$  are the coefficients of the independent variables

$X_1$  is employee relations

$X_2$  is customer service relations

$X_3$  is supplier relations

$\varepsilon$  is the error term.

Regression results interpretation was done on a level of significance of 5 %. The significance of the relationship under consideration was implicated by any resultant p-value that is less than 0.05 and accompanied by a t-value that is above 1.96. Proportionate change in the performance of Mater Misericordiae Hospital that is explained by relationship management strategies and its components was implicated by  $R^2$  arising from the model summary of the coefficient determination. Presentation of findings were done with the help of figures and tables.

### **3.9 Ethical Considerations**

This is generally the positive code of conduct adhered to in the community. Prior to fieldwork, all participants were assured that this research was only meant for academic purposes and that their names will never be revealed. Informed consent should be obtained before the participant entered the research (prospectively), and there was no undue influence on participants to consent. The minimum requirements for consent to be informed was that the participant understands what the research is and what they are consenting to.

The participants were assured of confidentiality of the information they will provide through anonymization of personally identifiable data so that it cannot be linked to other data by anyone else. Before going for the actual data collection, an introduction letter from Kenyatta University was sought. Besides, a permit from National Commission for Science Technology and Innovation (NACOSTI) will also sought along with recommendation letter from Mater Misericordiae Hospital.



## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSION

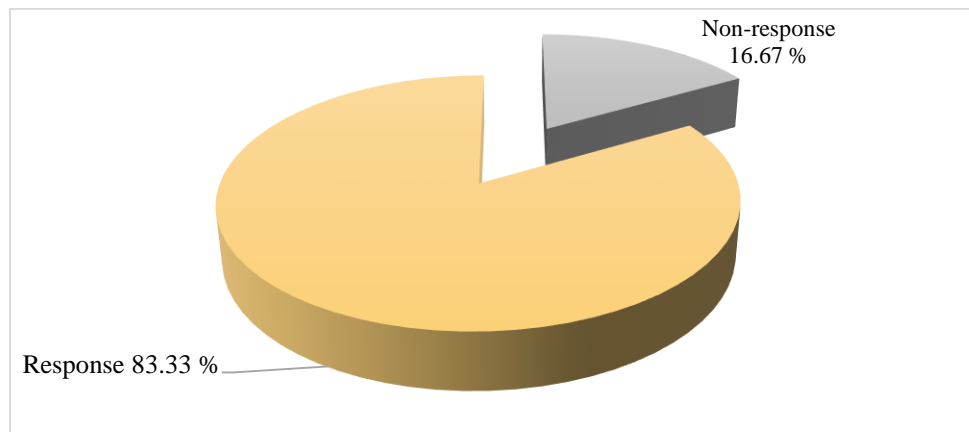
#### 4.1 Introduction

The chapter segment gives explanations in the findings obtained after data collection in the field using the questionnaire designed to reflect the objective of the study topic. It primarily offers more explanations and interpretations of the final results obtained from the research study. It first gives the response rate, followed by the respondent's biodata, descriptive data, and finally, trend (regression) analysis.

#### 4.2 Response Rate

The number of questionnaires that were administered to management of Mater Misericordiae Hospital, who comprised top and middle-level management staff were 78. Top management included executive managers, while the middle level provides unit managers and departmental heads.

Figure 4.1 shows the population rate of responses



**Figure 4.1: Rate of Respondents**

**Source: Survey Data (202)**

As indicated in Figure 4.1, from 78 questionnaires the study researcher administered, 75 were fully filled up and returned. This represents 83.33 % response rate. The relatively high rate of responses was brought up by constant follow-up on the outstanding questionnaire, increasing the time to conduct the fieldwork. The results are in tandem with

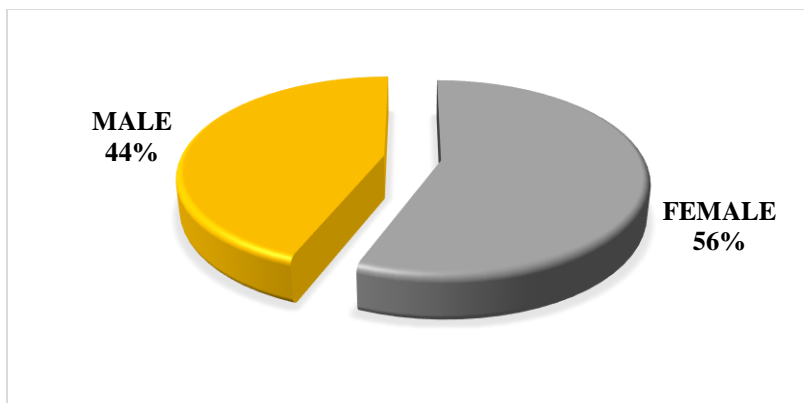
Mugenda and Mugenda (2003) that a research study response rate more than 70 % is excellent for study usage. In this regard, 83.33 % rate of responses was applicable to draw conclusions and generalize the study findings to the overall population at large.

### 4.3 Demographic Background

The segment of the chapter briefly describes the participant's demographic constructs. The researcher evaluated each participant's background in Mater Misericordiae Hospital from the perspective of gender, educational level, age, level of management, and working range in the health facility.

#### 4.3.1 Gender of the Participants

The researcher aimed to establish respondents gender. The results after the findings are revealed in Figure 4.2



**Figure 4.2: Respondents' gender**

**Source: Survey Data (2023)**

Figure 4.2 results reveal that females were the majority of the respondents, as indicated by figure 4.2 (56%), and male respondents were 33 (44%). The flow of participants' gender, presenting the majority of the respondents as female and male, on the other hand, as the minority, does not dispute the fact that there was involvement of both genders in data collection. It indicates that across gender lines, human resource planning is conducted. It further reveals that there was no biasness in conducting the study since all genders were inclusive.

### 4.3.2 Age of the Respondents

This research study set out to establish age of the participants. The results after the findings are revealed in Table 4.1

**Table 4.1: Age Distribution of Respondents**

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
30-39	12	16 %
40-49	50	67 %
50+	13	17 %
<b>Total</b>	<b>75</b>	<b>100 %</b>

**Source: Survey Data, (2023)**

Table 4.1 above indicates that most respondents were aged between 40-49 years (67 %), followed by the 50+ age group, represented by 17 %; finally, 16 % were recorded for 30-39 years. From the respondents' age distribution, it can be noted that most of the participants are mature; thus, obtaining information from the study respondents can be trusted and effective and can be used to present the organization's facts.

### 4.3.3 Academic Qualification of the Respondents

The research study's researcher set out to access the academic Qualifications of the participants. The results after the findings are revealed in Table 4.2.

**Table 4.2: Academic Qualification of the Respondents**

<b>Education Level</b>	<b>Frequency</b>	<b>Percentage</b>
Diploma Level	0	0
Bachelors/Undergraduate	33	44
Postgraduate level	42	56
Other qualifications	0	0
<b>Total</b>	<b>75</b>	<b>100</b>

**Source: Survey Data (2023).**

Results in Table 4.2 indicate that most respondents were postgraduate holders, representing 56%, followed by bachelor holders (44%), while no respondents were below undergraduate level qualifications. This implies that the study respondents were competent and educated; therefore, information obtained from them can be relied on for this study. It further means that the study information derived from them is vital and represents the research interest since it was collected from informed people.

#### 4.3.4 Management-Related Experience

Participants were asked to indicate related experience from how many years they have worked in management positions. The results from the findings are revealed in Table 4.3

**Table 4.3 Management Related Experience**

<b>Management-related experience</b>	<b>Frequency</b>	<b>Percentage</b>
Less than five years	12	16
6-10	32	42.7
11-15	17	22.6
Over 16 years	14	18.7
<b>Total</b>	<b>75</b>	<b>100 %</b>

**Source: Survey Data (2023)**

Table 4.3 shows that most of the respondents were highly experienced in management since 42.7 % of the respondents had experience between 6-10 years, 22.6 % were experienced between 11-15 years, and those whose experience was about 16 years in management positions were represented by 18.7% of the total population. Besides, only 16 percent, expressed by 12 participants, had been in management positions for less than five years. This confirms that most participants base their decisions on experience since employee work experience enables them to have a different perspective with plausible practical work for the effective implementation of strategies.

#### 4.4 Descriptive Findings

The study sought to establish how relationship management strategies influence organizational performance, a case of Mater Misericordiae Hospital in Nairobi City, Kenya. The research study aimed to determine whether Mater Misericordiae Hospital encouraged employee, customer, and supplier relations to measure its management strategies on the health facility performance. The chapter segments indicate each of the variable's descriptive statistics. Descriptive statistics, which included Mean (M), and standard deviation (SD) were used to present quantitative data based on specific variables with the use of Statistical Package for Social Sciences (SPSS) version 29.0.

##### 4.4.1 Employee Relations and Organizational Performance

The research first variable was employee relation strategy. The researcher employed a five-point Likert scale that ranges from strongly disagree, itemized by 1 to strongly agree, and indicated by score of five. The results is revealed in Table 4.4.

**Table 4.4: Employee Relations and Organizational Performance**

Question statements	Mean	SDEV
Mater Misericordiae Hospital management is responsible for deciding what values represent the hospital and promoting them transparently.	4.87	0.380
The hospital has measures to recognize and applaud its staff members when they live up to the set values and goals.	4.29	0.693
Regular meetings with a positive tone discuss issues for all staff members.	4.05	0.726
Events like holiday parties and birthday celebrations, among others, are done in the workplace to strengthen employee bonds.	4.68	0.470
When conflicts and dissatisfaction arise, managers resolve them amicably on time.	4.02	0.724
<b>Overall Score of Mean &amp; SDEV Score</b>	<b>4.43</b>	<b>0.573</b>

##### Sources: Survey data (2023)

From Table 4.4 data findings, it is affirmed that respondents accorded that employee relation is essential and significant in management strategies for performance of a healthcare facility. This was revealed with projection of an aggregate mean score of 4.43, an indication that a greater number of responses went for scales above four and an overall

score of SD of 0.573 on the 5-point Likert Scale projected implied that there was a small variation in responses to indicate that indeed the hospital facility considered employee relations as a significant concept for performance. The findings agree with Onifade *et al.* (2021) who revealed that employee alliances maintain conflict resolutions in firms and further firm's efficiency through employee empowerment.

The respondents strongly agreed that Mater Misericordiae hospital management promotes fundamental values transparently (M=4.87, SD=0.380) and that the healthcare facility is conducted in the station to strengthen employee bonds (M=4.68, SD=0.470) from the five-point Likert scale that ranged from 1 through 5. These findings confirmed that there were more responses that fell on agreement side and there was small variation in the responses. This is inconsistent with Cheronon's (2017) study that assessed the effect of employee relations to organizational performance and established that employees' relationship in decision-making through union as a collective responsibility positively impacts performance.

The study participants agreed on a higher rate that there are measures in the hospital facility in place for employee recognition and moderately stipulated that managers result amicably when conflicts and destructions arise. This was indicated by a projection of mean of 4.29, 4.02 and SD of 0.693 and 0.724, respectively. The findings imply that majority of the participants responses fell within the scale of 4 and above and confirmation that there was a small variation of responses with more agreement than disagreement. These results are parallel with Arimie and Oronsaye (2020) research, who found that employer relations enables the creation of a positive work environment that significantly satisfies employee emotional values and needs. To a great extent, this influences organizational productivity.

#### **4.4.2 Customer Relations and Organizational Performance**

The second objective sought was to establish influence of customer relations on the organizational performance of Mater Misericordiae Hospital, Nairobi, Kenya. Participants were required to rate their customer relations question statement on a scale of 1-5, where one denotes that they disagreed strongly through five, where five indicates strongly agree. The findings are presented in Table 4.5

**Table 4.5: Customer Relations and Organizational Performance**

<b>Question Statements SDEV</b>	<b>Mean</b>
Mater Misericordiae Hospital's good history with patient relations has driven their loyalty, built up trust, and influenced their decision to provide healthcare services to the hospital. 0.465	4.69
The healthcare services and support teams are readily available to respondents to concerns that require their expertise. 0.831	4.23
Mater Misericordiae Hospital has created a thoughtful customer experience by prioritizing patient needs and exceeding their expectations. 0.776	3.55
First-call resolution has been made to follow up with patients after services to improve their satisfaction in Mater Misericordiae hospital. 0.634	4.39
The hospital service and support team's effective communication has enabled the handling most patient issues. 0.790	4.59
<b>Overall Mean &amp; SDEV 0.699</b>	<b>4.09</b>

**Sources: Survey Data, (2023)**

The presented results in Table 4.5 reveal to a great extent that respondents agreed with their various customer relations management strategies with the healthcare facility, attracting an average mean of 4.09 and SD of 0.699 thus confirming that variance in responses was minimal with most of the respondents fall under the agreement side. The study result showed that the most favored customer relations strategy for performance was a plausible good history of the hospital regarding trust and patient loyalty followed by effective communication from the support team (Mean=4.69,4.59 SD= 0.465,0.790 respectively). The result established infer that the majority of the participants responses fell within the scale of 4 and above within the established mean,and there was minimal response alterations from the standard deviation results.Odoom *et al.* (2021) echo these findings and disclose that happier patients are more likely to seek services again since these customers need not only healing care services but also proper care.

This study also aimed to determine whether the healthcare facility prioritizes the needs of the patients and exceeds their expectations. According to the descriptive statistics presented, it is observed that with a mean of 3.55, there were variations in responses. This also was indicated by the projection of an SD of 0.77, implying that overall, patient needs were moderately affected and affected the healthcare facility's performance. The research study findings on first-call resolution and follow-up after services on patients (Mean=4.39, SD=0.634) and readily available support teams (Mean 4.23, SD=0.831) revealed that a high percentage of participants fell on the agreement side that customer relations have enabled the hospital to provide service quality and customer satisfaction. The results conform to Al-Mhasnah et al.(2018) discoveries that customer relations can explain more than 56 % of the overall organizational performances.

#### 4.4.3 Supplier Relations and Organizational Performance

The research study last aim was to determine influence of supplier relations on Mater Misericordiae Hospital, Nairobi, Kenya performance. Participants were required to rate their customer relations question statement on a scale of 1-5, in the perspective that; one indicates strongly disagree to five, strongly agree. Table 4.6 reveals the finding results.

**Table 4.6: Supplier Relations and Organizational Performance**

<b>Question statement</b>	<b>Mean SDEV</b>
Mater Misericordiae Hospital suppliers recognize the interdependent relationship and are committed to achieving shared outcomes. 0.854	4.20
The hospital and suppliers' expectations are clear, and they have open channels to solve problems mutually beneficial. 4.12	0.788
Procurement activities between the hospital and suppliers have been automated. 0.787	3.95
There has been a collective responsibility between the hospital and suppliers, which has led to operational advantages for both parties. 0.622	4.53
The hospital is aligned with the supplier's selection process to implement the sourcing policy effectively 0.701	3.68
<b>Overall Mean &amp; SDEV</b> <b>0.750</b>	<b>4.10</b>

**Source: survey data (2023)**

Based on the results as indicated overall aggregate Mean and SDEV score for supplier relations indicators was at 4.10, and SD was 0.750 on the Likert scale. The results indicate a slight variation in responses and imply that supplier relations are a significant and pivotal ingredient to the performance of Mater Misericordiae Hospital. These findings are in tandem with Oduro and Gbadeyan (2020), whose study discovered that with good supplier relations in hospitals, management streamlines and makes an enterprise and its suppliers processes more effective.

The indicator that the healthcare facility works a collective responsibility with its suppliers attracted most of the responses (Mean =4.53, SD =0.622), recedend by the fact that there is recognition of interdependencies between suppliers and the hospital (Mean 4.20, SD= 0.854). However, the indicator that the hospital is aligned with suppliers' selection processes had the lowest mean (Mean=3.68, SD=0.701). These findings insinuated that in some incidences, only the suppliers with the highest qualification are upholders, without giving out a trial of the moderate qualifiers in the sourcing policy.

The findings are harmonious with Magut's (2019) discoveries in the healthcare procurement sector in Kenya and revealed that when suppliers are strategically included in a buyer's business, it is unsurprising to see supplied quality and quantity products free from legal battles.

#### 4.4.4 Organizational Performance

The study's dependent variable was organizational performance. The study endeavoured to determine organizational performance of Mater Misericordiae Hospital in Nairobi, Kenya, and the findings results are as shown in Table 4.7

**Table 4.7: Organizational Performance**

<b>Question statement</b>	<b>Mean</b>	<b>SDEV</b>
Service Quality Index	4.78	0.784
Financial stability	4.56	1.075
Customer satisfaction	4.75	0.766
Market share	3.59	0.786
<b>Overall Mean &amp; SDEV Score</b>	<b>4.42</b>	<b>0.853</b>

**Source: Survey Data (2023)**

From the results table in Table 4.7, average Mean score was 4.42, and an SD of 0.853, implication that participants strongly agreed that Mater Misericordiae Hospital had met its service quality index, financial customer satisfaction and market shares. Respondents also agreed strongly on service quality index (Mean =4.78, SDEV =0.784) preceded by customer satisfaction (Mean =4.75, SD =0.786), financial stability (Mean =4.56, SD =1.075) and Market share (M =3.59, SD=0.786).

The study results support earlier findings of Agango and Achuora (2018) on the Influence of Relationship Management Framework on the performance of health facilities in Nairobi, Kenya, and found that a relationship management solution helps complement a healthcare facility's customer relationship management, increasing patient satisfaction, which is a crucial determinant of performance in organizations.

#### 4.5 Inferential analysis

The chapter segment presents the inferential statistics results of comparing the differences between the independent and dependent variables. Correlation and regression analysis tests were conducted and examined.

##### 4.5.1 Correlation Analysis

Correlation analysis tests were conducted to establish linear relationships and associations between independent and dependent variables. The findings are given in Table 4.8

**Table 4.8: Correlation Matrix**

		<b>Employee Relations</b>	<b>Customer Relations</b>	<b>Supplier Relations</b>	<b>Organizational Performance</b>
Employee Relations	Pearson Correlation	1			
Customer Relations	Pearson Correlation	.690**	1		
Supplier Relations	Pearson Correlation	.621**	.855**	1	
Org' Performance	Pearson Correlation	.716**	.706**	.657**	1
	Sig. (2- tailed)	<.001	<.001	<.001	<.001
	N		75	75	75
		75			

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

**Source: Research Data (2023)**

Bivariate correlation was used to measure the strength of the interdependence between each of the individual independent variables with dependent variable. Huber (2004) inform that to quantify the degree of interdependence between linearly related variables, Pearson's r correlation statistic is the widely used. In terms of strength of relationship, Pearson's r correlation coefficient lies between +1 and -1 where; positive sign designates positive relationship and negative sign specify a negative relationship (Huber, 2004).

As revealed in Table 4.8, the link between employee relations and organizational performance was found to be positive and significant, indicated by  $r = 0.716$  and  $p\text{-value} < .001$ ; customer relations and organizational performance was found to be strongly positive ( $r = 0.706$  and  $p\text{-value} < .001$ ) and supplier relations and the performance of an organization was strongly correlated ( $r = 0.657$  and  $p\text{-value} < .001$ ).

In tandem with the interpretation of the results, Huber (2004) suggests linear relationship explication by ranking the correlation from  $\pm 0.10$  to  $\pm 0.9$ , where weak correlation ranges between  $\pm 0.10$  to  $\pm 0.29$ , range from  $0.30$  to  $\pm 0.49$  moderately correlates, and the substantial correlation range is from  $0.5$  up to  $\pm 0.9$ . Therefore, the research study strongly and significantly correlated with the suggestions. It implies that a rise in independent variables will shoot the organizational performance since all the results were above  $\pm 0.5$ .

The findings agree with a research study by Khan and Hunda (2016) on strategic management and organizational performance, which found that well-executed strategic management in organizations leads to improvement in overall performance. These findings also aligned with the study by Mwenemeru (2018), who recommended that hospitals put generic strategies in place for healthcare facilities to gain a competitive edge.

#### **4.5.2 Regression Analysis**

The researcher further performed regression analysis tests to examine whether the core relationship management strategies (employee relations, customer relations, and supplier relations) significantly influence the performance of Mater Misericordiae Hospital, Nairobi County, Kenya. The chapter segment gives the results of the Model summary, ANOVA, and regression confidence results. The correlation of coefficient and analysis determination was first done to provide plausible recommendations to healthcare facilities, whether they

should include relationship management strategies in place for financial stability, customer satisfaction, and service quality. Table 4.9 reveals the results.

**Table 4.9: Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.778 <sup>a</sup>	.605	.588	.2527

a. Predictors: (Constant), Employee Relations, Customer Relations, Supplier Relations).

**Source: Survey Data (2023)**

The study used coefficient of determination to gauge the model fitness. Table 4.9 indicates that R square, also known as the coefficient of multiple determinations, is the variance percentage in the dependent variable explained uniquely by the dependent variable. The four independent variables that were studied explain 0.605 (60.5 %) of the organizational performance of Mater Misericordiae Hospital, Nairobi county, Kenya, as represented by R square. Therefore, the results imply that 39.5 % of the organizational performance is contributed by other factors not examined or fitted in this research study’s model. These findings are in tandem with Agango and Achuora's (2018) study on the influence of the relationship management framework on the performance of health facilities in Nairobi, Kenya, which found that the constructs influence healthcare facilities' performance in a positive and significant bearing.

After the researcher confirmed the goodness fit of the model summary, this led to the establishment and analysis of the residue towards upholding or rejecting the study findings. As a consequence, the study employed the ANOVA model.

**Table 4.10: ANOVA**

<b>Model</b>	<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	6.933	3	2.311	36.192	<.001 <sup>b</sup>
Residue	4.534	71	.064		
<b>Total</b>	<b>11.467</b>	<b>74</b>			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Employee Relations, Customer Relations, Supplier Relations )

**Source: Survey Data (2023)**

A two-way ANOVA was done at a significant level of 5 % to verify the model eligibility in appraising the control of independent variables on the performance of Mater Misericordiae Hospital, Nairobi County. Results presented in Table 4.10 reveal that statistics (F= 36.192) were ascertained with an implication of positive and significant at (P- value = <.001) demonstrated. This implied the model was fit and positively applicable in appraising the reciprocity between relationship management strategies and organizational performance.

**Table 4.11: Regression Coefficients**

<b>Model</b>	<b>Unstandardized</b>		<b>Standardized t</b>	<b>Sig.</b>
	<b>Coefficients</b>		<b>Coefficients</b>	
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	
(Constant)	.021	.422		.050
Employee REL	.482	.117	.427	4.128
Customer REL	.338	.186	.284	1.817
Supplier REL.	.190	.183	.150	1.037

a. Dependent Variable: Organizational Performance

**Source: Survey Data (2023)**

A description of the independent variables influencing relationship management strategies on the performance of Mater Misericordiae Hospital results was generated using SPSS tool version 29.0, as indicated in Table 4.11. Therefore, the equation ( $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$ ) becomes ;

$$Y = 0.021 + 0.482X_1 + 0.0338X_2 + 0.0190X_3$$

Where; Y=Organizational performance,  $X_1$ =Employee relations,  $X_2$ =Customer relations,  $X_3$ =Supplier relations.

According to the regression equation in Table 4.11, considering all independent factors (employee, customer, supplier relations strategy constant at zero, Mater Misericordiae Hospital's performance will have an index of 0.021. Taking all other independent variables at zero, the employee relations unit increase will lead to a 0.482 shoot in the scores of Mater Misericordiae Hospital performance, Nairobi, Kenya. When a single unit increases customer relations strategy while the other variables are constant, organizational performance would be at 0.338 units. Moreover, sustaining other variables and a shoot-u unit in supplier relations strategy will lead to a 0.190 increase in the performance of Mater Misericordiae Hospital, Nairobi, Kenya.

Findings also revealed a positive connection between employee relations and Mater Misericordiae Hospital performance. This was confirmed by the p-value of 0.45, which is less than 0.05, ensuring the relationship was significant. As Muthoka (2017) mentioned, employee relations strategy in the healthcare sector maintains a balance between employers and staff by creating a conducive environment for each group's needs.

Also, even in developed economies, surveyed employees from organizations with high retention rates infer that healthy relations with their co-workers and management are one of the keys to the success of firms. For instance, in Jordan, Alolayyan and Alyahya's (2023) findings highlight the necessity of investing more in competencies and management skills, as these have a bearing on employee relations and hospital performance. This would be very useful in recognizing where operational dilemmas or performance opportunities exist in hospitals.

Customer relations p-value was  $0.043 < 0.05$ , a signal that, since the relationship was positive, the variable significantly influenced the performance of Mater Misericordiae Hospital, Nairobi, Kenya. The findings indicated that a healthcare organization could identify what is pivotal and working and what needs to be changed with good customer relations. Odoom, Narteh, and Odoom (2021) research highlighted ways in which quality services and stability are attained in the healthcare sector, and the findings are incongruent with this study; customer relations were singled out as the key to performance. The results also agreed with Eltayib's (2020) research in Sudan, which examined customer relations' impact on organizational performance in the telecommunications sector and found that good customer relations attract more customers, which results in customer satisfaction and the provision of quality services by the company.

Supplier relations variable was also established as a vital determinant of the organizational performance with positively and significantly influenced, indicated by the projection of p-value of 0.026, a less p-value than 0.05. In this regard, therefore, the findings imply that the relationship was significant. The results further credence to the view owned by Magut (2019) that for the hospital to deliver quality services in Kenya, it must be thoroughly convinced that its supplier partners have its best interest.

The quantitative study by Oduro and Gbadeyan (2020), which offers a comprehensive analysis of supplier relation strategy to enhance financial stability and service quality in Ghana, and revealed a positive connection between the variable and organizational performance, which supports this study since supplier relations influenced the performance of Mater Misericordiae Hospital, Nairobi Kenya.

#### **4.6 Qualitative Data**

There was also a qualitative approach, where each independent variable was provided with an open-ended question. This was to avoid potential sources of bias and to allow the respondents to express their unique perspectives on whether the study adopted relationship management strategy variables that had a bearing on the performance of Mater Misericordiae Hospital, Nairobi, Kenya. As suggested by Braun and Clarke (2017), the researcher used inductive approach of thematic analysis to derive meaning and create themes from data without any idea of emerging themes.

After the qualitative analysis, the respondents' views varied in nature in each study variable. Varied in the perspective that, for instance, in the first objective, where participants were required to indicate other ways in which employee relation has influenced the performance of the health facility, many of those who responded said that it has led to more buy-in from staff working towards the hospital programs and initiatives, and reduced behavioral and personal matters, where in this theme, some of the cited subjects included personal space and substance abuse issues.

Other respondents ,in the same vein, highlighted that the employee relations strategy was good for the hospital since it has led to collective bargaining and agreement deals. The findings here are in tandem with Samwel's (2018) research on factors influencing organizational performance that have a rapport with employee relations in Rwanda and recommended that employers must adopt conflict resolution strategies, implement health and safety programs, and create a favorable working environment for employees as these vital determinants of employee parameters for organizational performance.

On the customer relations theme, most participants indicated that it enabled appointment scheduling and check-in process. Others stated that it has improved billing and insurance claims, whereas others elaborated that speed and accuracy have been optimized. On the supplier relation theme, the primary highlighted influence includes the reduction of risks in the supply chain and the provision of accessibility to cutting-edge technologies, processes, and knowledge.

## CHAPTER FIVE

### SUMMARY, CONCLUSION, AND RECOMMENDATIONS

#### 5.1 Introduction

The chapter segment makes up a summary of the results, major findings discussion, major results discussions, conclusions, and recommendations. The recommendations and conclusions centered on addressing the study's aim, which was to determine the effect of relationship management strategies on the performance of Mater Misericordiae Hospital in Nairobi City, Kenya. The study also sought to evaluate the effect of employee relations, customer relations, and supplier relations strategies as they all relate to the performance of organizations.

#### 5.2 Summary of the Study

Good healthcare significantly contributes to economic performance through mutual participation and productivity of individual employees. Improvement in healthcare leads to an increase in Gross Domestic Product (GDP) and a 10% life expectancy, thus contributing to significant economic growth. A sound healthcare system significantly reduces the family burden and ensures a strong economy by providing quality healthcare. Besides, the establishment of hospitals has, by and large, taken a long time, and a few have attained strong positions in the performance matrix.

For this reason, an evaluation was established and determined by the latter goal. The study aimed to determine the influence of relationship management strategies on the performance of Mater Misericordiae Hospital in Nairobi City, Kenya. Specifically, the key relationship management strategies under study were employee relations, customer relations, and supplier relations strategies, as they all relate to the performance of organizations.

##### 5.2.1 Employee Relations and Organizational Performance

The first objective was to determine the influence of employee relationship management strategy on the performance of Mater Misericordiae hospital in Nairobi City, Kenya. The study findings revealed that Mater Misericordiae Hospital management has measures to recognize and applaud its staff members when they live up to the set objectives and goals. For instance, when conflicts and dissatisfaction arise, managers resolve them amicably on

time, and events like holiday parties and birthday celebrations, among others, are done in the workplace to strengthen employee bonds. The hospital also pursues service quality and customer satisfaction through deciding what values represent the hospital and promoting them transparently.

### **5.2.2 Customer Relations and Organizational Performance**

The second objective aimed to determine the influence of customer relationship management strategy on the performance of Mater Misericordiae hospital in Nairobi City, Kenya. From the findings on the variable of customer relations, it was revealed that customer relations facilitate communication between customers and the organization, which results in good relations and enables an organization to understand and meet the needs of its consumers. Further, results tabled from regression analysis elaborated that with excellent and commendable customer relations, Mater Misericordiae Hospital in Nairobi City, Kenya, has attracted more customers, which results in customer satisfaction and the provision of quality services by the healthcare facility.

### **5.2.3 Supplier Relations and Organizational Performance**

The third and last objective of the study was to establish how supplier relationship management strategy influences the performance of Mater Misericordiae hospital in Nairobi City, Kenya. Regarding supplier relations, the results revealed that supplier relationship management streamlines and makes the processes between the hospital and its suppliers more effective. It also comes out from the study that when suppliers are strategically included as part of a buyer's business, it is not surprising to see supplied quality and quantity products free from legal battles. The study also revealed that Mater Misericordiae Hospital suppliers recognize the interdependence relationship and are committed to achieving shared outcomes in the perspective that the hospital and suppliers' expectations are clear and have open channels to solve problems mutually beneficially.

Correlation results highlighted employee relations and customer relations as the most potent positive and significant relation strategies in link with the performance of Misericordiae Hospital in Nairobi City, Kenya, followed closely by supplier relations. The research study manifested that intensified endeavors towards employee relations, customer

and supplier indisputably impacted organizational performance through customer satisfaction, service quality, and financial stability.

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

The management of relationships as a strategy is thus critical for a health sector to attain performance and added advantage as a competitive factor. Thus, healthcare facilities seeking to improve performance and report plausible index in financial stability, customer satisfaction, and quality healthcare generally must adopt relationship management strategies since they are the process and unique ways relationships that are cultivated and managed to improve organizational performance where organizations employ these value strategies to meet their specific goals, which revolve around the organization's employees, customers, suppliers, and other stakeholders.

The study concludes that relationship management strategies are part and parcel tools to organizational performance, and that there are different components of relation strategies that significantly exerts diversity to organization performance, as this study confirmed. In order to improve performance, Mater Misericordiae Hospital in Nairobi City, Kenya, has adopted core relationship management strategies, which include employee, customer, and supplier. These strategies have positively impacted the healthcare facility performance, where the hospital fraternity has consistently worked with patients, who are customers, with knowledge of what is expected of them and patient satisfaction, service quality, and stable financial system for the hospital's competitiveness in the market has been witnessed due to relationship management strategies employed.

The study sought to determine how adopting an employee relations strategy would influence the performance of Mater Misericordiae Hospital in Nairobi City, Kenya. From the findings, the study suggests that labor-management problem-solving efforts, employee empowerment relations, and work environment relations improve organizational performance in terms of customer satisfaction and financial stability. In this regard, therefore, the investigation concludes that employee relations are a pivotal determinant of the healthcare facility. This can be due to the fact that employees' relationship in decision-making through union as a collective responsibility positively impacts performance.

In the second objective, the study sought to determine the influence of customer relationship strategy on the performance of Mater Misericordiae Hospital in Nairobi City, Kenya. The study concludes that long-term sustainability related to customer relations structures enables organizations to enhance performance. When implemented, it helps build long-lasting relationships with customers since customers are more inclined toward effective services when positively engaged. Thus, reputation will be pivotally ascertained whether patients seek services in the future or not. The study further concludes that providing prompt and precise customer service can save lives beside the hard-earned hospital reputation.

The third and last objective of the study was to establish how supplier relationship management strategy influences the performance of Mater Misericordiae hospital in Nairobi City, Kenya. The study sought to establish ways in which supplier relationship strategy bring transparency, collaborative planning, and resilience building for the organization to bring outcomes in customer satisfaction, financial stability, and quality services. Given the results obtained, a conclusion is made that the variable is a cardinal determinant of the performance of Mater Misericordiae Hospital in Nairobi City, Kenya. This is due to the fact that relationship management strategy relates to suppliers in healthcare facilities and is linked to collective responsibility between the hospital and suppliers, which has led to operational advantages for both parties.

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

Based on the study findings and conclusion, the researcher gives recommendations to help government and policymakers in establishing laws and regulations governing relationship management strategies in organizations. Mater Misericordiae hospital management will also better understand how relationship management strategies can be used to enhance organizational performance. Grounded on the findings, the research implies that all three variables under study (employee, customer, and supplier relations) positively and significantly influenced Mater Misericordiae Hospital's performance. In this regard, therefore, health facility management should employ relationship management strategies in their Plans to ensure that they achieve better cycle times with better relationship management strategies while refining quality, delivery reliability, and obtainability.

On the first variable, the study sought to determine how adopting an employee relations strategy would influence the performance of Mater Misericordiae Hospital in Nairobi City, Kenya. Since the research concluded that it significantly influences organizational financial stability and quality services, the study recommends that Mater Misericordiae Hospital should consider applying an employee relations strategy for performance. The management should ensure that employee relations align with the organizations' expectations and preferences with outcomes and build collaboration and trust.

Concerning the second objective aimed to determine the influence of customer relationship management strategy on the performance of Mater Misericordiae hospital in Nairobi City, Kenya, it was presumed that customer relationship strategies were a key predictor of Mater Misericordiae Hospital's performance. It facilitates communication between customers and the organization, which results in good relations and enables an organization to understand and meet the needs of its consumers. Therefore, the study proposes that healthcare management should consider long-term sustainability related to customer relationship structures to enable the organization's enhanced performance.

The third and last objective of the study was to establish how supplier relationship management strategy influences the performance of Mater Misericordiae hospital in Nairobi City, Kenya. On the supplier relationship strategy variable, since the study concluded that it positively influences the performance of the healthcare facility, the study recommends that there is a need for the creation of a supplier relationship management strategy to be approached effectively to enhance its mandate in performance.

### **5.5 Suggestion for Further Studies**

The research study's inferences and findings were delimited to relationship management strategies constructs and performance in the case of privately owned Mater Misericordiae Hospital, Nairobi City, Kenya. It is, therefore, paramount for future studies to be extended to researching relationship management strategies in public health facilities in Kenya. Moreover, the study found that 60.5 % of organizational performance at Mater Misericordiae Hospital, Nairobi City, Kenya, could be explained by relationship management strategies. As such, further studies examining other factors could be done that

influence organizational performance at Mater Misericordiae Hospital, Nairobi City, Kenya.

Moreover, insights from this research study should be further investigated through the use of different lenses and concepts. For instance, simpler framework models need to be framed and developed, which healthcare facilities can use to make informed decisions. Further, other studies can investigate the linkage of relationship management strategies with other constructs of organizational performance, such as financial performance.

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## APPENDICES

### Appendix I: Letter of Transmittal

Date.....

Dear Sir/Madam,

#### **RE: REQUEST TO PARTICIPATE IN DATA COLLECTION EXERCISE**

My name is Armstrong Mutua Edward, a Master's degree student at Kenyatta University undertaking business administration research titled “**RELATIONSHIP MANAGEMENT STRATEGIES AND PERFORMANCE OF MATER MISERICORDIAE HOSPITAL IN NAIROBI COUNTY, KENYA**”.

Please participate in my study by sharing your knowledge openly, reviewing the attached questionnaire, and completing it. This study is academic purposed and I guarantee that the provided information strictly will be handled with supreme confidence and kept.

Sincerely, hope that my request will meet your hearty consideration.

I appreciate any help you can provide.

Regards,

Armstrong Mutua.

## Appendix II: Questionnaire

### SECTION A: DEMOGRAPHIC INFORMATION

Instructions: Please, using a tick, answer the following;

1. Gender:                      Male ( )                      Female ( )

2. Age:                              26 – 35 ( )                      35 and above ( )

3. Educational Qualification:

Diploma                              [ ]                              Masters                      [ ]

Bachelor's Degree                      [ ]                              PhD.                      [ ]

Others                                      [ ]

4. Kindly indicate your job level of management in Misericordiae hospital

Senior level ( )                      Middle level ( )

5. Kindly indicate the year range of work in Mater Misericordiae Hospital.

Less than five years ( )                      11-15 years                      ( )

6-10 years                      ( )                      Over 16 years                      ( )

**SECTION B: EMPLOYEE RELATIONS**

6. Please using a tick, rate your extent of agreement on the statements below on employee relation using scale indicator where, 1 (Strongly disagree), score of 2 (Disagree), 3(Neutral), score of 4 (agree), and (Strongly agree) is score of 5.

S/No.	Statement questions on employee relations	(1)	(2)	(3)	(4)	(5)
1	Mater Misericordiae Hospital management are responsible for deciding what values represent the hospital and promoting them transparently.					
2	The hospital has measures to recognize and applaud its staff members when they live up to the set objectives and goals.					
3	Regular meetings that have a positive tone are conducted to discuss issues arising for all staff members.					
4	Events like holiday parties and birthday celebrations, among others, are done in the workplace to strengthen employee bonds.					
5	When conflicts and dissatisfaction arises, managers resolve them amicably on time.					

Kindly indicate other ways you think employee relationship strategy has influenced the performance of Mater Misericordiae Hospital.

.....  
 .....  
 .....

**SECTION C: CUSTOMER RELATIONS**

7. Please tick to rate your preferred agreement extent in the customer relationship management relationship strategy statement. Use the given scale to indicate: 1 (Strongly disagree), score of 2 (Disagree), 3(Neutral), score of 4 (agree), and (Strongly agree) is score of 5.

S/No.	Customer relations question statements	(1)	(2)	(3)	(4)	(5)
1	Mater Misericordiae Hospital's good history with patient relations has driven their loyalty, built up trust and influenced their decision to provide healthcare services to the hospital.					
2	The healthcare services and support teams are readily available to respondents to concerns that require their expertise.					
3	Mater Misericordiae Hospital has created a thoughtful customer experience by prioritizing patient needs and exceeding their expectations.					
4	First-call resolution has been made to follow up with patients after services to improve their satisfaction in Mater Misericordiae hospital.					
5	The hospital service and support team's effective communication has enabled handling of most patient issues.					

Kindly indicate in your view other ways customer relationships influence a firm's performance.

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**SECTION D: SUPPLIER RELATIONS**

8. Please tick to rate your preferred agreement extent in the given supplier relationship management strategy statement. Use the given scale to indicate: (Strongly disagree) itemized by 1, score of 2 (Disagree), 3= (Neutral), 4 (agree), and score of 5 (Strongly agree).

S/ No.	Statements	(1)	(2)	(3)	(4)	(5)
1.	Mater Misericordiae Hospital suppliers recognize the interdependence relationship and are committed to archieve shared outcomes.					
2	The hospital and suppliers' expectations are clear, and have open channels to solve problems mutually beneficially.					
3	Procurement activities between the hospital and suppliers have been automated.					
4	There has been a collective responsibility between the hospital and suppliers, which has led to operational advantages for both parties.					
5	The hospital is aligned with the supplier's selection process to implement the sourcing policy effectively.					

In your view, other ways in which supplier relationships have influenced the performance of the healthcare facility

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**SECTION E: ORGANIZATIONAL PERFORMANCE**

9. Please tick to rate your preferred agreement extent in the given statement on organizational performance. Use the given scale to indicate: (Strongly disagree) itemized by 1, score of 2 (Disagree), 3= (Neutral), 4 (agree), and score of 5 (Strongly agree).

S/ No.	Statements	(1)	(2)	(3)	(4)	(5)
1.	A stable financial system for the hospital's competitiveness in the market has been witnessed due to relationship management strategies employed.					
2	Service quality in the hospital has been witnesses through the responsiveness of the medical staff to help patients needing consultations and prompt service provisions.					
3	With standardized customer service requirements, medical staff have consistently worked with patients with knowledge of what is expected of them and patient satisfaction has been attained.					
4	Improved supplier relationship strategy has increased quality and steady supplies in this hospital.					

## Appendix III: Research Authorization Letter



KENYATTA UNIVERSITY  
GRADUATE SCHOOL

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

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

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

Internal Memo

FROM: Executive Dean, Graduate School

DATE: 16<sup>th</sup> October, 2023

TO: Armstrong Mutua Edward  
C/o Business Administration Dept.

REF: D53/CTY/PT/20994/2020

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 11<sup>th</sup> October, 2023 approved your Research Project Proposal for the M.B.A Degree Entitled, **"Relationship Management Strategies and Performance of Mater Misericordiae Hospital in Nairobi City County, Kenya."**

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

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and progress report Forms per semester. The Forms are available at the University's Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.

  
ANNBELL MWANIKI  
FOR: EXECUTIVE DEAN, GRADUATE SCHOOL

c.c. Chairman, Business Administration.

Supervisors:


1. Dr. Friscilla Ndegwa  
C/o Department of Business Administration  
Kenyatta University

AM/mo

Appendix IV: Research Permit

REPUBLIC OF KENYA  
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION  
Date of Issue: 09/November/2023

**RESEARCH LICENSE**




This is to Certify that Mr. Armstrong Mutua Edward of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: Relationship management strategies and organizational performance of Mater Misericordiae Hospital in Nairobi City County, Kenya for the period ending: 09/November/2024.

License No: NACOSTUP/23/31153

Applicant Identification Number: 424569

Director General  
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION


Verification QR Code



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

See overleaf for conditions

## Appendix V: Acceptance Letter

	<p>P. O. Box 30325 - 00100 Dunga Road, Nairobi, Kenya Telephone: (254) (020) 6903000 Mobile Lines: 0719 - 073000, 0732 - 163000 Fax: (254) (020) 6534289 Email: <a href="mailto:inform@materkenya.com">inform@materkenya.com</a> Website: <a href="http://www.materkenya.com">www.materkenya.com</a></p>
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**MATER MISERICORDIAE HOSPITAL**  
**RESEARCH PROPOSAL ACCEPTANCE LETTER**

17<sup>th</sup> November 2023

Armstrong Mutua Edward  
Mater Hospital  
Development House  
Nairobi

**RE: AUTHORITY TO CONDUCT A RESEARCH STUDY AT MATER MISERICORDIAE HOSPITAL**

The Mater Misericordiae Hospital is in receipt of your proposal submitted to the Research Office. The Research Committee has reviewed and approved your project on **Relationship Management Strategies and Performance of Mater Hospital in Nairobi City County, Kenya.**

You are authorised to conduct this study from 17<sup>th</sup> November 2023. This approval is valid until 17<sup>th</sup> November 2024 and is subject to compliance with the following requirements:

1. The conduct of the study shall be governed at all times by all applicable rules and regulations communicated to you by the Mater Misericordiae Hospital Research Committee and you should notify the committee of any changes that may affect your research project (amendments, deviations and violations).
2. You must provide an interim progress report form, 60 days before expiration of the validity of this approval and request extension if additional time is required for study completion. You must advise the Research Committee when this study is complete and a final report submitted to the Research Office for record purposes. You must also advise the research committee in the event you discontinue the research.
3. You are required also required to make payment of the ethical review fee & nominal fee of Kes 10,000.00 to account number number 9567-00 Research Fund at the hospital.
4. Please see the attached comments following the ethical review.

If you have any questions, please contact the Research Office on 0732163211 or 0732163373.

We wish you all the best in your study.

Yours sincerely



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**Dr. Andrew Ndonga**  
**MMH Research Committee Chair**