

**OPERATIONAL STRATEGIES AND ORGANIZATION PERFORMANCE OF
PUBLIC HOSPITALS IN KAJIADO COUNTY, KENYA**

**JUDITH MAGANYA NYABOGA
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DECLARATION

I made this project myself; it hasn't been turned in for a degree or any other award at any other campus. You can't copy any part of this project without permission from the author or Kenyatta University.

Signature.....Date.....

Judith Maganya Nyaboga

D53/OL/HEP/20881/2021

Department of Business Administration

I affirm that the candidate worked on this project under my supervision as university supervisor.

Signature.....Date.....

Dr. Stephen Muathe

Business Administration Department,

School of Business, Economics and Tourism

Kenyatta University

DEDICATION

This project is devoted to my spouse Wycliffe Onkoba, for his invaluable spiritual and financial support. I express my genuine thankfulness and spread blessings to everyone involved.

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ABBREVIATIONS AND ACRONYMS

ACA	Affordable Care Act
AI	Artificial Intelligence
BSC	Balanced Scorecard
CIPs	Chartered Institute of Procurement and Supply
CMS	Centers for Medicare & Medicaid Services
CQI	Continuous Quality Improvement
EDs	Emergency Departments
HCAHPS	Hospital Consumer Assessment of Healthcare Providers and Systems
HRM	Human Resource Management
HSMR	Hospital Standardized Mortality Ratio
KHIS	Kenya Health Information System
KPIs	Key performance Indicators
NGOs	Non-Governmental Organization
NHIF	National Hospital Insurance Fund
OPDs	Outpatient Departments
RBV	Resource-Based View
SEM	Structural Equation Modeling
TAM	Technology Acceptance Model

OPERATIONAL DEFINITION OF TERMS

Continuous Quality Improvement	This is an ongoing process that public hospitals employ to systematically assess and enhance the quality of their healthcare services. In this study, it included continuity care, quality of care and adherence to clinical guidelines.
Continuous Quality Improvement	This refers to the ongoing efforts of healthcare facilities to advance their treatment. This includes the use of evidence-based practices, ongoing education and training for staff, and regular performance monitoring and evaluation.
Resource Management Strategy	Resource management strategy is the systematic and strategic approach that organizations employ to effectively and efficiently allocate, utilize, and develop their assets in tohieve their objectives and goals. In this study, it included talent management, resource allocation and resource utilization.
Information Management Strategy	Refers to the planned approach to effectively collect, store, manage, analyze, and utilize health-related information within the organization. In this study, this included timeliness of information access, data accuracy and completeness and system interoperability.
Innovation Strategy	Refers to the planned approach to foster and implement innovative practices, processes, and technologies to improve healthcare delivery, patient outcomes, and organization performance. In this study, it included innovative technologies, process efficiency and staff engagement and creativity.
Operational Strategy	Refer to the specific plans and actions implemented by public hospitals to effectively manage their day-to-day operations and achieve their organizational goals.
Public Hospitals	These are healthcare amenities that are possessed and worked by the state or public authorities. These hospitals are funded by public funds and provide medical services to the general population.

Organization

Performance

Refers to the measurement and evaluation of how effectively a public hospital achieves its goals and objectives. It assesses the overall effectiveness, efficiency, and productivity of public hospitals in utilizing its resources to accomplish its mission and deliver desired outcomes.

ABSTRACT

Performance of the health sector ensures that patients receive the best possible care and that healthcare systems function efficiently. But there are a number of obstacles that Kajiado County must overcome to function effectively. Public hospitals in Kajiado County, Kenya, were the focus of this study, which aimed to determine how operational methods affected their organizational performance. This study aimed to analyze the impact of four strategies on the organizational performance of public hospitals in Kajiado County, Kenya: information management, constant quality enhancement, innovation, and supervision of resources. The theories of technology acceptance, quality improvement, resource-based theory, and the balanced scorecard model provided the theoretical foundation for the research. The research strategy used was a descriptive one. The target population was 234 full time health workers among public health facilities in Kajiado County. A total of 151 health care professionals were surveyed for the study, with a stratified random sampling technique used to choose a representative sample from each of the participating hospitals. Slovin's formula was used to arrive at this number. Important primary data was composed using a questionnaire. Using the SPSS, the researcher performed descriptive and inferential statistical analyses on data obtained by the drop-and-pick method. Statistical tools used for descriptive purposes included frequency distributions, proportions, means, and variance. The application of correlation analysis was a component of inferential statistics. Tables presented the data. The answers revealed that public hospital in Kajiado County have implemented quality of care measures which leads better organization performance. In addition, the findings revealed that innovative technologies help the healthcare providers to proactively manage patients' conditions. Furthermore, the study found out that efficient utilization of resources helps the hospital maintain financial stability. Public hospitals in Kajiado County, Kenya, had a favorable and statistically significant relationship with their performance when it came to information management, innovation, and continuous quality improvement. The study's results suggested that public hospitals in Kajiado County should work with hospital administration to promote the use of cutting-edge technology. Furthermore, it is the responsibility of the county government and hospital management to assess the current state of public hospitals' workforces, determine where there is a need for improvement in terms of skills, offer chances for professional development, and foster an encouraging workplace culture. Lastly, the report recommended more research on the effects of patient-centered care techniques on business outcomes.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In order to ensure that the general public has access to quality treatment, public hospitals are crucial. Many nations' healthcare systems rely on these organizations to meet the different medical demands of their citizens (Davis, Turner 2019). Competence, service quality, patient gratification, financial sustainability, and convenience are some of the many aspects that contribute to public hospitals' overall performance. The efficiency and efficacy with which public hospitals treat the people they are entrusted with is, hence, a measure of their performance, (Becker, Wagner, & Schulz, 2020).

Multiple factors are included in this definition, including medical results, patient satisfaction, resource use, and budget management (Wong, Ong, & Chua, 2021). It covers more ground than just medical care; it includes the whole patient experience, from admission to release, as well as the effect of the infirmary's facilities on the society's fitness and wellness. To guarantee the highest quality of healthcare for all residents, it is essential to regularly assess and enhance the operations of public hospitals, (Amoako, Agyemang, Asante, & Mensah, 2019).

There are various reasons why it is critical to measure the performance of public hospitals. According to Khhumalo, Dlamini, and Makhubu (2019), one advantage is that it helps healthcare managers and lawmakers pinpoint problem regions and distribute funds correctly. In this way, we can promise that patients received the best care possible with the resources we have. Second, healthcare accountability and openness are both promoted by performance measurement. Wanjiku, Nyambura, and Ouma (2020) state that hospitals can be held responsible for their activities and results if they establish defined criteria and measure performance against those standards. Thirdly, by measuring results, healthcare facilities can compare themselves to their peers on a global scale, which promotes the exchange of information and the implementation of best practices.

Every country's public hospitals have their own special healthcare system, which means they deal with different kinds of problems and make use of different kinds of resources. Trends in the United States' public hospitals, for instance, mirror the intricacy of the healthcare system as a whole. Reforms to the healthcare system, most notably the

Affordable Care Act (ACA), are centered on increasing both access and quality of care, (CMS, 2021).

A key trend has been the focus on value-based care, shifting from a fee-for-service model towards performance-based reimbursement tied to patient outcomes and satisfaction. According to the HCAHPS (2022), survey measures patient satisfaction and provides data on hospital performance. By 2021, over 80% of hospitals with emergency departments in the U.S. were receiving penalties or bonuses based on their hospital readmission reduction program performance, incentivizing hospitals to improve patient outcomes and reduce readmissions.

Germany's public hospitals have demonstrated trends driven by the country's commitment to universal healthcare access and quality. The trend of inter-institutional cooperation and specialization has emerged as a strategy to optimize resource utilization and improve patient outcomes. The German Hospital Quality Report (2020), published by the Federal Joint Committee, presents comprehensive data on various quality indicators, including hospital infections, surgery success rates, and patient satisfaction. In 2020, this report highlighted advancements in medical technology adoption, with robotic-assisted surgery becoming more prevalent.

Public hospitals in Singapore have demonstrated remarkable trends characterized by a focus on efficiency, innovation, and patient-centric care. A distinctive trend is the adoption of technology-driven healthcare solutions. The Healthcare Services Bill (2019), implemented by the Ministry of Health, has significantly impacted the assessment of public hospitals' performance by establishing regulatory frameworks for healthcare services. The national electronic health records system allows hospitals to track patient data, contributing to streamlined care and data-driven improvements. Singapore's commitment to continuous improvement is evidenced by its Joint Commission International accreditation and ISO certifications for healthcare institutions.

Public hospitals in Ghana are navigating challenges while striving for improved performance. A notable trend is the emphasis on healthcare infrastructure development and capacity building. The Ghana Health Service Annual Report, (2022) provides insights into the performance of public hospitals, presenting data on key health indicators and hospital activities. Despite resource constraints, efforts have been made

to improve maternal and child health outcomes, with increased vaccination coverage and expanded access to antenatal care. The trend of community engagement and health education initiatives is contributing to awareness and preventive care, enhancing overall hospital performance.

Public hospitals in South Africa are witnessing trends driven by the country's ongoing efforts to address healthcare disparities and resource limitations. A significant trend is the commitment to reducing the burden of communicable diseases, such as HIV/AIDS and tuberculosis. The National Department of Health's Annual Report, (2022) provides a comprehensive overview of public hospital performance, including statistics on patient admissions, service delivery, and disease management. Improvements in hospital governance and management practices are being pursued to enhance service delivery and patient care.

Public hospitals in Kenya are experiencing trends marked by efforts to increase access to essential healthcare services, particularly in rural areas. The trend of decentralization and devolution of healthcare services has led to increased local management and decision-making. The Kenya Health Information System (KHIS, 2020) provides a platform for monitoring hospital performance through data collection and reporting. The National Hospital Insurance Fund (NHIF) plays a vital role in improving access to healthcare services. Despite challenges related to healthcare worker shortages and infrastructure gaps, initiatives such as the Beyond Zero Campaign are contributing to improved maternal and child health outcomes, (Mwangi, 2019).

1.1.1 Organization Performance

Organization performance is crucial in effectiveness of delivery of healthcare services. In the context of public hospitals, ensuring high levels of performance is essential to obtain the healthcare requirements of the population and optimize resource utilization. Organization performance refers to the overall effectiveness, efficiency, and achievement of goals within an organization, (Jaafaripooyan & Bahaadinbeigy, 2018).

In the context of public hospitals, organization performance encompasses various aspects, including the quality of healthcare services delivered, patient outcomes, financial sustainability, resource management, and employee satisfaction, (Kruk, Gage & Leslie 2018). Measuring organizational performance in public hospitals is essential

for assessing their effectiveness, identifying areas for improvement, and making data-informed decisions.

One measure of organizational performance is clinical quality indicators. These indicators assess various aspects, such as mortality rates, infection rates, patient safety incidents, and adherence to evidence-based guidelines (Swayne & Ginter, 2019). Examples of clinical quality indicators include the Hospital Standardized Mortality Ratio (HSMR), surgical site infection rates, and readmission rates. These indicators provide insights into the quality of care delivered, enabling public hospitals to identify areas for improvement and implement quality enhancement initiatives, (Zhang & Zeng, 2018).

Patient satisfaction is another important dimension of organization performance in public hospitals. Patient fulfilment reviews, such as the HCAHPS, are frequently used to measure patient experiences and perceptions of care, (Veronesi, Keasey & Kirkpatrick 2019). The questionnaires aim to collect input about several topics, including contact with healthcare practitioners, responsiveness of employees, pain treatment, cleanliness, and general satisfaction. By assessing patient satisfaction, public hospitals can identify areas where patient-centered care can be improved and enhance the overall patient experience, (Schoenbaum & Audet, 2017).

Financial performance indicators are crucial for evaluating the financial sustainability and efficiency of public hospitals. These indicators include metrics such as revenue growth, cost per patient, operating margin, and return on investment, (Grol, & Wensing, 2019). By analyzing financial performance, public hospitals can identify opportunities for cost containment, revenue generation, and resource allocation optimization. This enables effective financial management and supports the long-term sustainability of the firm.

Operational efficiency indicators pay attention on the effectiveness and efficiency of operational processes within public hospitals, (Bodenheimer, & Grumbach, 2016). These indicators measure metrics such as waiting times, length of stay, appointment scheduling efficiency, and bed occupancy rates. By evaluating operational efficiency, public hospitals can identify bottlenecks, streamline processes, and enhance resource utilization, ultimately improving the overall performance and patient flow within the organization, (Jaafaripooyan & Bahaadinbeigy, 2018). In current research, structural

success was unrushed finished the number of health workers, medical supplies and service delivery.

1.1.2 Operational Strategies

Operational strategy is the plan of action developed by a firm to achieve its goals and objectives. It involves managing an organization's resources, processes, and people to deliver commodities or amenities to customers in a competitive market. Operational policy is a critical component of the overall business strategy, as it provides the blueprint for effective execution (Hill, Jones, & Schilling, 2018). An effective operational strategy is essential for business success.

According to Kumar and Suresh, (2016) operational strategy largely determines the competitiveness of an organization. An effective operational strategy enables an organization to achieve efficiency, quality, and flexibility in its operations, which are essential for meeting customer demands and market advantage. An operational strategy also helps an organization to align its resources and processes with its overall business strategy, which ensures that the organization is focused on achieving its goals and objectives (Slack, Brandon, & Johnston, 2018).

Public healthcare play a vital role in delivering quality health care amenities to the community (Saadat, 2019). To ensure effective and efficient operations, public hospitals employ various strategies to address key areas like information administration, continuous quality enhancement, innovation, and resource administration. These strategies are essential for optimizing healthcare delivery, improving patient outcomes, and fostering positive relationships with patients. Effective information management is vital in public hospitals to ensure the availability, integrity, and confidentiality of patient data.

An information management strategy encompasses the use of robust information systems, technology, policies, and procedures to facilitate seamless data collection, storage, analysis, and utilization. The strategy aims to improve decision-making processes, enhance coordination of care, and boost operational efficiency, (Ozden & Ongel, 2021). Continuous quality improvement is an ongoing process that public hospitals employ to systematically enhance the healthcare quality. This strategy involves the identification of areas for improvement, implementation of quality

improvement initiatives, monitoring of performance indicators, and making necessary adjustments (Shin, 2021),

Innovation strategy in public hospitals is crucial for driving positive change and keeping pace with advancements in healthcare. Public hospitals need to foster a culture of innovation, encourage creativity and collaboration among staff, and embrace emerging technologies and practices. The implementation of innovation strategies can principal to better patient care, amplified competence, and enhanced outcomes (Garcia, Rodriguez, & Martinez, 2020). Building strong relationships with patients and the community is essential for public hospitals to enhance patient satisfaction and promote patient loyalty.

Resource management strategy is the systematic and strategic approach that organizations employ to effectively and efficiently allocate, utilize, and develop their resources in order to obtain their aims and goals. It involves the planning, coordination, and optimization of various resources such as financial capital, human capital, physical assets, technology, and information (Payne & Frow, 2014). The main aim of resource management strategy is ensuring that the organization has the correct resources, in the right quantity and quality, at the right place and time, to support its operations and drive performance.

In this study operational strategies included information administration approach, constant quality enhancement strategy, innovation approach and resource administration approach. Information management strategy was measured by timeliness of information access, data correctness and wholeness and system interoperability. Continuous quality improvement strategy was measured by continuity care, quality of care and adherence to clinical guidelines. Innovation strategy was measured by innovative technologies, process efficiency and staff engagement and creativity. Resource management strategy was measured through talent management, resource allocation and resource utilization.

1.1.3 Public Hospitals in Kajiado County

Kajiado County is among 47 counties in Kenya, positioned in the southern portion of the country and it has a population of over 1 million people. The county has 85 public hospitals that provide healthcare services to its residents, including Kajiado County Referral Hospital, Gataka sub-county Hospital, Ongata Rongai sub-county Hospital,

Ngong Sub-County Hospital and Oloitokitok Sub-County Hospital. These hospitals provide various services, including outpatient and inpatient services, laboratory services, and maternity services (Republic of Kenya, 2019).

The Kajiado County Referral Hospital is the main public hospital in the county, located in the county's headquarters, Kajiado town. The hospital provides various services, including general outpatient and inpatient services, surgery, obstetrics and gynecology, pediatrics, and laboratory services (Kajiado County Government, 2021). The hospital has a capacity of 350 beds and serves as a referral center for other health facilities in the county. However, despite the presence of these public hospitals, access to healthcare services in Kajiado County remains a challenge.

According to a report by the Kajiado County Government (2019), the county has a shortage of healthcare workers, with a medic to populace ratio of 1:32,000, which is below the WHO's suggested ratio of 1:1,000. The report also highlights inadequate infrastructure, including a lack of essential equipment, as a significant challenge facing the county's health sector. To address these challenges, the Kajiado County Government has implemented several initiatives, including the hiring of additional healthcare workers, the construction of new health facilities, and the procurement of essential equipment and supplies (Kajiado County Government, 2021). These initiatives aim to advance access to healthcare services and enhance the quality of care provided in public hospitals in the county.

1.2 Statement of the Problem

Performance of the health sector is critical in ensuring that patients receive the best possible care and that healthcare systems function efficiently. One of the main benefits of good performance in the health sector is improved health outcomes for patients (Kruk, 2018). Nevertheless, Kajiado County faces numerous challenges that delay success of the health sector including shortage of medical personnel. There were 166 nurses and 26 doctors servicing a population of over 1 million in Kajiado County in 2020, according to Kenya Medical Practitioners and Dentists Council (2020). As a result, there is one doctor for every 38,500 people and one nurse for every 6,000 people. Long wait times and insufficient care, especially for patients with complicated medical needs, are caused by this shortage of medical personnel. The lack of sufficient medical supplies and equipment is a problem for Kajiado County's public hospitals.

Only 40% of the county's hospitals have sufficient medical equipment, according to a report by the Ministry of Health in 2021. The remaining hospitals were found to be lacking in basic supplies such as medications, surgical supplies, and diagnostic tools. Subpar medical results for patients are a direct result of health care providers' inability to offer adequate treatment due to a lack of resources. Not to mention the high rates of diabetes, malaria, HIV/AIDS, TB, and tuberculosis in Kajiado County. There is a severe shortage of basic services, including running water, electricity, and adequate sanitation, at several of the county's hospitals. This makes it difficult for health workers to provide care, particularly in emergency situations. In addition, poor infrastructure makes it difficult to attract and hold medical staffs, who often are unwilling to work in unequipped and dangerous environments.

Studies have been done on the operational strategies on organization performance in public hospitals, for instance, Chmielewska, (2022) conducted a study on evaluating organization performance of public hospitals in Nigeria. The study used longitudinal research design. The researcher showed that communal factors and mechanical fundamentals play a more significant role in the management but have little impact on public hospital operations. However, the study utilized a longitudinal research methodology, while the present study would utilize a descriptive research strategy and was done in the public health facilities located in Kajiado County, Kenya.

Another study conducted by Lubanga (2019) sought to examine Nairobi Hospital's non-financial success and strategic controller processes. The study adopted a cross-sectional research design incorporating only qualitative data. The study resolved that the standard-setting process assesses how well strategic objectives are being met, hence enhancing the quality of service offered. However, the study was based on a strategic control process in Nairobi Hospital and adopted a cross-sectional research design incorporating only qualitative data, whereas the present study focused on operational approaches in Kajiado County and used a descriptive investigation design incorporating both quantitative and qualitative statistics.

Another study was done by Magak, (2021) on Aga-Khan hospital Mombasa performance and reorganization. Results revealed that hospital performance was inversely connected with turnaround strategy. The study also indicated that hospital personnel resisted change, which negatively impacted the Turnaround plan. However,

the study focused on administrative restructuring approaches but the present study focused on operational approaches.

1.3 Research Objectives

The study was guided by both general and specific objectives

1.3.1 General Objective

The general objective of the study was to assess the effect of operational strategies on organization performance of public hospitals in Kajiado County, Kenya.

1.3.2 Specific Objectives

- i.** To determine the effect of information management strategy on organization performance of public hospitals in Kajiado County, Kenya
- ii.** To assess the effect of continuous quality improvement strategy on organization performance of public hospitals in Kajiado County, Kenya
- iii.** To find out the effect of innovation strategy on organization performance of public hospitals in Kajiado County, Kenya
- iv.** To establish the effect of resource management strategy on organization performance of public hospitals in Kajiado County, Kenya

1.4 Research Questions

- i.** How does information management strategy affect organization performance of public hospitals in Kajiado County, Kenya?
- ii.** What is the effect of continuous quality improvement strategy on organization performance of public hospitals in Kajiado County, Kenya?
- iii.** How does innovation strategy affect organization performance of public hospitals in Kajiado County, Kenya?
- iv.** What is the effect of resource management strategy on organization performance of public hospitals in Kajiado County, Kenya?

1.5 Significance of the Study

The research was beneficial to numerous stakeholders including. First the study was useful to policymakers and hospital administrators in the county. The findings of the study informed the development of policies and guidelines for operational strategy implementation in public hospitals. The study provided insights into the most effective

operational strategies for improving organization performance in public hospitals, thereby guiding the allocation of resources and prioritization of interventions.

Secondly, the study was beneficial to healthcare professionals and hospital staff in Kajiado County. The findings helped identify gaps and areas of improvement in the current operational strategies for organization performance. Healthcare professionals were able to apply the insights gained from the study to improve their work practices, leading to improved organization performance and better patient outcomes.

Thirdly, the study was useful to patients and the community. By identifying the most effective operational strategies for organization performance in public hospitals, the study would provide patients with better access to quality healthcare services. Patients better informed about the services offered in public hospitals, thereby increasing their confidence in the healthcare system. Finally, the study increased the frame of knowledge on operational strategies for organization performance in public hospitals. The findings of the study provided insights that can be applied in other counties and regions to improve organization performances in public health amenities.

1.6 Scope of the Study

The study was narrowed down to the operational strategy on service delivery in Public Hospitals. The independent variables of the study were information administration approach, constant quality enhancement, innovation approach and customer relations administration approach. The dependent variable of the study was service delivery in public hospitals. The unit of analysis was 20 health facilities (County hospital, Sub-County Hospital, Dispensaries) in Kajiado County while the unit of observation was 234 full time health workers. The research was carried out over a duration of twelve (12) months, with a projected expenditure of 85,120.

1.7 Limitation of the Study

The researcher faced many limitations over the duration of the study. Certain individuals showed reluctance in revealing the required information due to apprehensions about possible adverse outcomes, leading to response bias. This could have compromised the integrity of the study's results. Owing to the sensitivity of certain information, certain data proved challenging or unattainable to get, thereby constraining the extent and comprehensiveness of the study. Certain participants might show reluctance in divulging information, thereby impeding the researcher's capacity to

encompass a wide range of viewpoints and experiences pertaining to operational strategies and service provision at public hospitals within Kajiado County.

1.8 Organization of the Study

Five chapters comprised the project. Chapter one covered study background, problem statement, objectives, and research questions. The chapter included study scope, importance, and limitations. Chapter two addressed theoretical, empirical, summary, and conceptual framework literature reviews. Chapter three which is the research methodology included research design, target population, sample design, data collection tools, data collection instruments, validity and reliability of the instruments. The chapter also discussed data collection procedure, data analysis and ethical consideration. Chapter four covered data analysis, study findings, and comments. Chapter five summarizes the study's main findings and draws conclusions and analyzes consequences. It concludes with research proposals.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter contains the theoretical review section, the empirical review section, the conceptual framework section, summary and gap of the study.

2.2 Theoretical Review

The study was informed by balanced scorecard model, resource-based view theory, quality improvement theory and Technology acceptance model.

2.2.1 Balanced Scorecard Model

This concept was established by Robert Kaplan and David Norton in 1992. BSC is a planned success administration framework that helps organizations track and manage their performance across multiple dimensions, (Kaplan & Norton, 1992). The Balanced Scorecard recognizes that financial metrics alone do not provide a comprehensive view of an organization's performance. Instead, it suggests that organizations should consider multiple viewpoints plus internal procedures, customer, economic and knowledge and development, to achieve sustainable success. These perspectives are represented in a set of Key Performance Indicators (KPIs) that aid in measuring and monitoring performance in each area (Kaplan & Norton, 2001).

The Balanced Scorecard evaluates a company's performance with financial also non-financial variables (Niven, 2002). It helps align the firm's approach with its success measures and ensures that all key features are assessed. By monitoring performance across multiple dimensions, organizations can identify areas of improvement, make informed decisions, and take proactive actions to drive overall success, (Kaplan, & Norton, 2004). One of the strengths of the Balanced Scorecard is its ability to communicate the firm's strategy and objectives to all levels of the organization. It provides a framework for cascading goals and measures from the top management level to individual sections and workers, ensuring arrangement and focus throughout the organization, (Epstein & Wisner 2001).

However, implementing the Balanced Scorecard effectively requires careful planning and execution. Organizations need to define clear and meaningful KPIs for each perspective, establish targets, collect relevant data, and analyze the results. The successful implementation of the Scorecard requires a firm dedication from upper-level

management to facilitate the necessary transformations and guarantee the integration of the Scorecard into the company's effectiveness management scheme (Marr & Adams 2004).

Critics argue that implementing the Balanced Scorecard can be complex and resource-intensive. Organizations may struggle to define meaningful KPIs for each perspective and face challenges in collecting and analyzing relevant data, (Ittner, & Larcker, 1998). Additionally, the theory's cause-and-effect relationships may oversimplify the complex dynamics of organization performance. Some critics argue that the Balanced Scorecard places too much emphasis on measurement and may lead to a culture of "scorekeeping" rather than focusing on the underlying actions and behaviors that drive performance. They caution against a narrow focus on meeting targets at the expense of innovation and long-term value creation. Neely (2005) says Balanced Scorecard might not function in all firms. The framework and viewpoints may not reflect the particular qualities and problems of certain sectors, restricting its applicability in diverse circumstances.

The Balanced Scorecard offers a basis for aligning a firm's strategy with its performance measures. By setting clear objectives and KPIs across multiple perspectives, the theory helps organizations execute their strategy effectively and monitor progress towards strategic goals. The theory emphasizes the importance of communicating the company's strategy and objectives to all levels of the firm. It provides a platform for cascading goals and measures, ensuring alignment and focus throughout the organization and fostering a common understanding of strategic priorities (Figge, Hahn, Schaltegger, & Wagner, 2002).

The Model has relevance to the current study since it encourages hospitals to consider a range of performance indicators beyond financial measures. This broader perspective helps hospitals understand the drivers of success, including Customer happiness, efficiency in operations, and staff growth lead to a more balanced and sustainable performance oversight approach. The theory informed the study's dependent variable which is performance of public hospitals in Kajiado County, Kenya.

2.2.2 Resource Based View Theory

RBV was established by Penrose (1959) and Wernerfelt (1984). It's a management theory that is based on the role of resources and capabilities in achieving and sustaining competitive advantage. It suggests that a firm's unique resources and capabilities contribute significantly to its performance and long-term success. It challenged the traditional industry-based approach to strategy and shifted the concentrate on internal issues within the company (Kaplan & Norton, 1992).

A company's resources may be tangible or intangible. Examples include physical assets, financial resources, staff members, IP, brand reputation, partnerships, and corporate culture. Resources are valuable if they help a company capitalize on opportunities, manage threats, and satisfy customers. Abilities are the firm's capacity to use its resources to achieve goals efficiently. Capabilities can include technical know-how, managerial expertise, coordination skills, innovation abilities, and the ability to integrate resources across different functions or units. Capabilities are the firm's capacity to perform key activities and achieve superior performance (Birbirs, Adula & Kant, 2022).

Resource-based theory states that organizations can maintain competitiveness by owning and using VRIO resources—unique, precious, uncommon, and hard-to-duplicate resources and capabilities. These resources provide a basis for differentiation, cost leadership, or other forms of competitive advantage, enabling the firm to outperform its rivals in the marketplace. Resource-based theory suggests that firms differ in their resource endowments and capabilities, leading to heterogeneity across organizations.

It also emphasizes the immobility of resources, meaning that some resources might be hard for competitors to acquire, imitate, or substitute (Ngoma, 2018). This immobility creates a sustainable competitive advantage for firms. Resource-based theory recognizes the relevance of dynamic competencies, referring to a company's ability to adapt, renew, and reconfigure its resources and capabilities over time. Firms need to be agile and responsive to external changes and continuously develop new resources and capabilities to sustain a competitive edge in the long run (Jaafreh & Al-abedallat, 2013).

The theory is criticized for focusing relatively narrow on internal resources and capabilities, often neglecting the influence of external factors such as market dynamics,

industry structure, and customer preferences on firm performance. Critics argue that the resource-based theory can be tautological, as it defines appreciated resources as the ones leading to competitive advantage (Jaafreh & Al-abadallat, 2013). This circular reasoning can make it challenging to distinguish between cause and effect. Some critics argue that the resource-based theory lacks clear prescriptive guidance on how firms can identify, develop, and deploy resources and capabilities effectively.

Despite these criticisms, the resource-based theory has had a significant impact on the field of operations strategic management. It has engendered scholarly investigation and real-world implementations in comprehending the significance of resources and capabilities in influencing competitive advantage and performance. The inclusion of this theory in the research serves the purpose of demonstrating how public hospitals may use a resource-based approach to get a comprehensive understanding of their distinct strengths and limitations. Hence, the present theory served to elucidate the influence of resource administration approaches on the success outcomes of public hospitals situated in Kajiado County, Kenya.

2.2.3 Quality Improvement Theory

The theory was proposed and developed by Deming (1986) who had a technical orientation towards quality. The approach is that constant improvement helps in having a seamless whole manufacturing process. It lays emphasis on the improvement of products which results in waste reduction, increased customer loyalty and reduced staff litigation. The theory proposes that statistical quality regulator and shop-floor participation are integral in quality improvement. Deming (2011) asserts that the absence of senior management commitment renders any quality improvement project incapable of achieving success.

The responsibility for participating in actions, creating a company nation, selecting suppliers, and cultivating long-term partnerships lies with the management. The PDCA cycle is a crucial component in facilitating quality improvement efforts. The theory offers a strategic outline for industries to address and resolve quality control concerns by using efficient administration practices. The behavior of management has a crucial role in determining the company attitude and defining the key factors necessary for the achievement and long-term feasibility of the organization.

Consequently, this phenomenon fosters a perpetual enhancement of the procedures, goods, and services, while simultaneously cultivating employee contentment. The promotion of customer attention is essential for the existence of any organization. According to Hardie (2013), the Quality Development Theory primarily hubs addressing quality matters within an administrative framework that encourages collaboration and data gaining to support the adoption of process management techniques, ultimately resulting in improved performance (Jaafreh & Al-abadallat, 2013).

According to Lamport (2010), the primary responsibility for quality issues lies with top management. It is important for top management to offer workers with explicit guidance on the standards of acceptable work and provide them with the necessary means to attain those standards. These factors include the provision of a suitable working environment and atmosphere that is devoid of criticism, blame, or fear, and instead promotes clarity in addressing problems, effective communication, and the establishment of an adequate work environment that fosters enhanced performance.

The theory holds significance in the context of the present study as it emphasizes the importance of top administration's devotion to executing values and activities that enable a business to effectively reduce costs by minimizing waste, rework, staff turnover, and legal disputes, while concurrently enhancing quality, customer loyalty, employee satisfaction, and ultimately, profitability. This theoretical structure explained how continuous enhancement of quality affected public hospitals in Kajiado County, Kenya.

2.2.4 Technology Acceptance Model

Technology Acceptance Model (TAM) was postulated by Fred Davis in 1986. Drawing upon psychological and cognitive theories, Davis aimed to provide a comprehensive framework for explaining users' technology adoption behavior. Since its inception, TAM has undergone refinements and extensions by various researchers to adapt to evolving technological landscapes and user behaviors, (Venkatesh, & Davis, 2000).

The primary focus of TAM is on users' perceptions of the ease of use and perceived usefulness of a technology. These two key constructs play a central role in shaping users' attitudes and intentions toward adopting a technology, (Straub, 2007). Perceived ease of use refers to the degree to which users believe an innovation is unforced to use,

whereas perceived worth is users' belief that a invention improves their success or output.

The strengths of TAM lie in its simplicity and ability to predict user behavior based on a parsimonious set of constructs. By focusing on perceived ease of use and perceived usefulness, TAM provides a clear and intuitive explanation for why users adopt or reject technology, (Venkatesh & Davis 2000). This predictive power has made TAM a valuable tool for organizations to assess the potential success of new technology implementations. Additionally, TAM's adaptability and applicability across various contexts, from business software to consumer products, contribute to its widespread use, (Straub, 2007).

Although the Technology Acceptance Model (TAM) provides essential insights, it is important to acknowledge its inherent limits. The primary emphasis of Technology Acceptance Model (TAM) lies in examining the views of individuals at the individual level, without in view of contextual elements that may potentially impact the adoption of technology. It does not address the social and organizational aspects that can impact technology acceptance, (Mathieson, 2008). Additionally, the model's reliance on perceived ease of use and perceived usefulness might oversimplify the complexity of user decision-making.

The model explains how people adopt new technology, making it relevant to the study. TAM stresses that technology adoption in supply chain integration depends on perceived ease of use and utility. As for hospital innovation, TAM reveals that stakeholders view integrated technological solutions as user-friendly and advantageous to public healthcare efficiency. Thus, the theory explains how strategy for innovation affects public hospitals in Kajiado County, Kenya.

2.3 Empirical Review

This section reviews prior studies on data administration strategy, constant enhancement of quality strategy, the impact of innovation on organization performance, and managing resources strategy.

2.3.1 Information Management Strategy and Organization Performance

Ozden and Ongel (2021) investigated Turkish IT businesses' handling of data and efficiency. Survey data was gathered from 495 managers between 2018 and 2019 to conduct the analysis. The findings revealed a notable correlation between information

management practices, a firm's innovation performance, and its financial and growth metrics. Interestingly, while perceived knowledge, a facet of organizational intelligence, showed no significant influence on innovation performance, the cultivation of mental models was found to have a direct and positive impact on innovation outcomes. However, the study focused on Turkish IT firms and was purely an empirical review. The current study focused on public hospitals in Kajiado County and reviewed both empirical and research methods.

A research by Osman (2021) explored the connection between information management and organizational performance. Conducting a thorough literature review, the study revealed that effective information management necessitates the development of policies and plans aligned with organizational objectives, the utilization of appropriate technology, and support from senior management. Interestingly, the analysis highlighted an overemphasis on the technological aspect of information management, with insufficient attention paid to the managerial dimension.

Brouns (2019) sought to examine the impact of information administration strategy on customer satisfaction within the tourism industry. The study employed quantitative research approach and utilized a survey methodology targeting visitors who had experienced virtual reality technology. Regression analysis was employed for data analysis with a sample of 182 participants selected through convenience sampling. The findings indicated a significant positive relationship between adopting virtual reality technology and customer satisfaction, particularly influenced by immersion level and interactivity factors. However, the study was conducted in the tourism industry and utilized a quantitative research design using a survey method. The current study was conducted in public hospitals within Kajiado County and used a descriptive research h design.

Gupta's (2018) research focused on assessing the effects of mobile technology adoption on healthcare service quality in India. Employing a mixed-method approach, the study targeted patients visiting selected healthcare facilities. Thematic and regression analysis were employed for data analysis with a purposive sample of 282 participants. Results indicated a significant positive impact of mobile technology adoption on healthcare service quality, primarily driven by improved communication and access to medical information. However, the study utilized a mixed-method research approach,

combining qualitative and quantitative techniques. The present study adopted a descriptive research approach, focusing only on collecting quantitative data from health professionals employed in public hospitals located within Kajiado County.

A study by Hirsila (2019) sought to assess the impact of social media technology adoption on customer satisfaction in the hospitality industry. The study used a quantitative research design; the study surveyed hotel guests who utilized social media technology. Convenience sampling was employed to select 231 participants, and regression analysis was conducted for data analysis. The findings revealed a significant positive association between social media technology adoption and customer satisfaction, particularly influenced by personalized communication and engagement.

Kim's (2020) research aimed to evaluate the influence of the adoption of artificial intelligence (AI) technology on service quality in the retail industry. Employing a quantitative research approach, the study surveyed customers utilizing AI technology. With a convenience sample of 300 participants, Structural Equation Modeling (SEM) was utilized for data analysis. Results indicated a significant positive impact of AI technology adoption on service quality, driven primarily by customization and efficiency factors.

The study conducted by Wang (2021) investigated the effects of blockchain technology adoption on service quality in the financial industry. Employing a quantitative research design, the study surveyed customers utilizing blockchain technology. Convenience sampling was employed to select 350 participants, and Structural Equation Modeling (SEM) was utilized for data analysis. The findings highlighted a significant positive association between blockchain technology adoption and service quality, particularly influenced by factors such as security and transparency.

2.3.2 Continuous Quality Improvement Strategy and Organization Performance

A study carried out by Shin (2021) aimed to assess the effect of continuous quality improvement (CQI) on patient outcomes in hospitals in South Korea. The study employed a quasi-experimental research design, targeting patients who received care at selected hospitals. It was showed that staff education and quality enhancement initiatives had the biggest impact on patient outcomes. However, the study employed a quasi-experimental research design, and used a stratified sampling to select a sample of 2,340 participants. The current study employed a descriptive research design and utilize

Slovin's formula to get a sample size of 148 health professionals employed in public hospitals located within Kajiado County.

In his study, Wang (2019) conducted research on the impact of CQI on service quality in Outpatient Departments (OPDs) in China. The study employed a quantitative research design using a survey method with a target population of patients who visited the OPDs. A total of 462 individuals were chosen through the use of convenience sampling, and the data analysis was carried out through the application of structural equation modeling (SEM). CQI was found to have a considerable beneficial influence on service quality, with aspects such as staff interaction and cooperation having the most important impact, according to the findings of the investigation.

A research conducted by Chang (2019) aimed to examine the impact of quality upgrading and success aspects of inclusive quality association. This research investigated the use of performance measuring methods as a foundation for establishing reward and recognition systems within the framework of comprehensive quality management. The research consisted of two distinct stages of fieldwork. Successful performance measurement systems often evolve empirically, ensuring consistency and alignment across all components of the measurement system. Moreover, these systems include all activities within the company in the process of measurement. Nevertheless, the performance of the entire quality organization served as the dependent variable in this research. The dependent variable of the current study was service delivery in public hospitals in Kajiado County, Kenya.

A study carried out by Khan, Ali, and Hongqi (2018) sought to examine the influence of constant enhancement on firm's success, focusing specifically on insights from Pakistan. A total of 40 organizations were selected as the sample size, representing three sectors: textile, sports, and surgical equipment. The findings indicate that implementing innovative practices in the workplace may enhance productivity and decrease the occurrence of defects, ultimately resulting in improved product quality for the organization. Organizations have the potential to attain a competitive edge via the use of continuous improvement practices in their product development, manufacturing operations, employee engagement, and quality management procedures.

A study conducted by Kovach (2019) intended to determine how quality improvement strategies affect learning. A survey tool was created employing both old scales and

brand-new items:an empirical research. After the answers were gathered, they were evaluated using structural equation modeling methods, which led to the conclusion that the impacts of the Chartered Institute of Procurement and Supply (CIPs) and learning on organizational change were totally mediated by how well-developed a firm's CIPs usage was. These results show that a company must have an organizational structure to encourage continuous improvement and enable the company to make continual improvements in the way it does business.

A study conducted by Otieno (2020) sought to assess the effectiveness and techniques for quality improvement in Kenyan commercial banks. Questionnaires were employed. The results showed a favorable association between organizational efficiency and continuous improvement techniques. The study further revealed that a accurate approach to decision-making, client focus, and value development plans has been implemented to a large extent, while engagement of people to a moderate extent.

Dossary (2021) explored how CQI affects patient satisfaction in Saudi EDs. ED patients were the target population of the quantitative survey study. We selected 326 participants using convenience sampling and analyzed the data using Structural Equation Modeling. The study indicated that staff attentiveness and communication have the greatest impact on patient satisfaction through CQI. The quantitative study approach used convenience sampling to select 326 participants, and Structural Equation Modeling was used to analyze the data. This descriptive study used Slovins' formula to sample 148 public hospital personnel in Kajiado County. Data was analyzed using regression and correlation analysis.

Kuwabara (2019) examined how CQI affects nursing home care in Japan. The mixed-methods research included qualitative and quantitative methods. Selected nursing home staff were targeted. Data was analyzed using thematic and statistical regression on 60 participants selected by purposeful sampling. The study indicated that CQI improves care quality, with staff training and quality advancement initiatives having the greatest influence. The multifaceted study included qualitative and quantitative methodologies. Purposive sampling selected 60 participants. This descriptive study used Slovins' formula to sample 148 public hospital personnel in Kajiado County.

A research conducted by Marquis (2018) examined the impact of CQI on patient outcomes in home healthcare in the United States. The study employed a quasi-

experimental research design, with a target population of patients who received home healthcare services. Convenience sampling was used to select a sample of 439 participants, and data analysis was conducted using regression analysis. The study instituted that CQI significantly impacts patient outcomes positively, with staff communication and collaboration having the greatest significant influence.

2.3.3 Innovation Strategy and Organization Performance

A study done by Johnson, Smith, and Brown (2018) assessed the influence of innovative tactics on delivery of services in Florida's public hospitals. Using a mixed-methods research design, the researchers aimed to ascertain the impact of innovation strategies on service delivery in public hospitals. The study included a sample size of 250 public hospitals through a stratified random sampling method. Data were obtained utilizing surveys and interviews with hospital administrators, healthcare providers, and patients, in addition to a review of hospital performance indicators. The findings revealed that hospitals executing innovative approaches have a noteworthy effect on delivery of service.

A qualitative case study by Thompson, Anderson, and Wilson (2019) examined factors affecting service delivery through innovation in public hospitals in Denmark. The study included three purposefully selected public hospitals known for their innovative approaches to service delivery. Data collection methods included in-depth interviews with hospital administrators and staff, observations of hospital processes, and analysis of internal documents and reports. The findings highlighted the positive influence of innovation strategies on service delivery in public hospitals.

Garcia, Rodriguez, and Martinez (2020) conducted a quantitative cross-sectional study on the effectiveness of information management strategies in service delivery in public hospitals. The study included 500 healthcare professionals in various public hospitals, selected through a random sampling method. Data were collected through self-administered questionnaires distributed to healthcare professionals. The findings revealed that hospitals implementing robust information management strategies experienced improved service delivery outcomes.

A study conducted by Clark and Taylor (2019) an investigation on the impact that leadership plays in fostering creativity and improving customer service in public medical centers. The research design employed semi-structured interviews. A

purposeful sampling approach was used. The study revealed that effective leadership played a crucial role in promoting and sustaining innovation in public hospitals. The findings emphasized the importance of leadership commitment and the ability to effectively communicate and inspire staff to embrace innovative practices to improve service delivery in public hospitals.

In his study, Omondi, Mwangi, and Nyangena (2021) sought to assess the role of innovation in enhancing delivery of service in Kenyan Public Hospitals. The research utilized a mixed-methods approach, incorporating surveys and qualitative interviews. The study included a sample size of 300 healthcare professionals working in public hospitals across Kenya, selected through a random sampling method. The findings revealed that advanced strategies, positively impacts service delivery. The mixed-methods study included surveys and qualitative interviews. Current study employed descriptive research and only questionnaires to acquire quantitative data.

A study carried out by Muthoni, Odhiambo, and Makau (2019) explored the challenges and opportunities of innovation in service delivery in Kenya. The researchers employed a qualitative research design, conducting interviews and focus group discussions with hospital administrators, healthcare professionals, and policymakers. Multiple public hospitals in Kenya were selected as the study's sample. The findings highlighted several challenges to innovation in Kenyan public hospitals, including limited financial resources, inadequate infrastructure, and resistance to change.

2.3.4 Resource Management Strategy and Organization Performance

Birbirsa, Adula, and Kant (2022) did a study to determine how improved HRM practices can enhance business outcomes. Their research relied on reports from published literature and research papers, conducting a systematic review followed by thematic content analysis. Only the most relevant supporting materials were included in the analysis. Their findings highlight the necessity for human resource professionals working in educational institutions to embrace creative approaches to faculty and staff control, which will enable their teams to adapt to circumstances that are constantly changing and allowing them to attain their optimal potential.

Goklas et al. (2021) undertook a study to assess the implication of Human Resource Management (HRM) strategies. They identified four HRM methods: Universalist, contingent, configuration, and contextual approaches. Each of these strategies plays a crucial role in enhancing a company's medium- to long-term performance and contributing to the development of its unique market position. The study revealed that businesses implementing HRM strategies experienced increased productivity.

Ngoma (2018) conducted a study to explore the influence of innovative personnel management approaches on the level of productivity achieved by NGOs operating on a global scale. The study utilized learning theory and RBV to explore relevant concepts. A descriptive research method was employed, with stratified random sampling used to select 77 participants from a target group of 154 workers. Compensation, recruiting and selection, instruction and growth, and data technology affected non-profit success, according to the research.

In their research, Gile, Samardzic, and Klundert (2018) examined hospital productivity and its relationship with HRM in Sub-Saharan Africa (SSA). Their analysis included 111 studies representing 19 of the 48 nations in SSA. Most studies investigated HRM packages including techniques from skillful, empowering and motivational domains. Motivational behaviors were highly considered, followed by those enhancing skills and agency. These findings shed light on the importance of HRM strategies in improving productivity in the healthcare sector across Sub-Saharan Africa.

2.4 Summary of the Reviewed Literature and Research Gap

This section provided summary of the reviewed empirical in form of a table. Section provided the gaps and how the current study sought to address the gaps

Table 2. 1: Summary of the Reviewed Literature and Research Gap

Author(S)	Focus of the Study	Findings of the Study	Research Gaps	How to address the Gaps
Ozden and Ongel, (2021)	The study focused on an empirical study of Turkey's information technology companies' information management, and innovation performance triad.	The results of the research demonstrated that innovative performance appears to have a direct and beneficial influence on a company's growth and financial performance; information management approaches were shown to have a significant correlation with all three.	However, the study focused on the on the Turkish IT firms and was purely an empirical review.	The current study focused on public hospitals in Kajiado County and reviewed both empirical and research methods.
Brouns (2019)	Effect of the information management strategy on customer satisfaction in the tourism industry	The implementation of virtual reality technology, according to the research, significantly improves consumer happiness, with characteristics like degree of immersion and engagement having the most influence.	However, the study was conducted in tourism industry and utilized a quantitative research design using a survey method.	The current study was conducted in public hospitals within Kajiado County and used a descriptive research h design.
Gupta (2018)	Impact of the adoption of mobile technology on the quality of healthcare services in India	The research discovered that the use of mobile technology had a considerable beneficial influence on the caliber of healthcare services, with elements like enhanced communication and easier access to medical information	But the study utilized a mixed-method research approach, combining qualitative and quantitative techniques.	The present study adopted a descriptive research approach, focusing only on the collection of quantitative data from health professionals employed in public hospitals located within Kajiado County.

		having the most impact.		
Shin (2021)	Effect of CQI on patient outcomes in hospitals in South Korea	The research findings indicate that CQI has a noteworthy favorable influence on patient outcomes. Notably, elements like as staff training and quality improvement programs emerge as the most influential contributors to this effect.	However, the study employed a quasi-experimental research design, and used a stratified sampling to select a sample of 2,340 participants.	The current study employed a descriptive research design and utilize Slovin's formula to get a sample size of 148 health professionals employed in public hospitals located within Kajiado County.
Chang, (2019)	Factors impacting comprehensive quality management's ability to increase quality and boost performance.	The study findings revealed that empirical development, assuring consistency across all measurement system components, and broad participation from across business functions are trademarks of effective performance measurement systems.	Nevertheless, the performance of the entire quality organization served as the dependent variable in this research.	The dependent variable of the current study was service delivery in public hospitals in Kajiado County, Kenya.
Otieno, (2018)	Quality development practices and effectiveness of commercial banks in Kenya.	Organizational effectiveness was found to be positively correlated with the continuous improvement practices that were considered in this research. These included but were not limited to customer focus, employee involvement, quality improvement	However, the research implemented a descriptive survey research design with a target population of 39 respondents.	The current study used a descriptive research design and used slovin's formula to get a sample of 148 health workers in Public hospitals within Kajiado County

		programs, strong leadership, and a data-driven approach to making decisions.		
Dossary (2021)	Examined the impact of CQI on patient satisfaction in emergency departments (EDs) in Saudi Arabia.	CQI was found to have a significant positive impact on patient satisfaction, with factors such as staff responsiveness and communication having the most significant impact.	However, quantitative research design was employed using convenience sampling selecting a sample of 326 participants, and data analysis was done using Structural Equation Modeling (SEM).	The current study used a descriptive research design and used slovins' formula to get a sample of 148 health workers in Public hospitals within Kajiado County data was analyzed through regression and correlation analysis
Kuwabara (2019)	Effect of CQI on care quality in nursing homes in Japan	According to the results, CQI has a very favorable impact on care quality, with factors such as staff training and quality improvement programs having the most significant impact.	However, the study implemented a mixed-method research design, with qualitative and quantitative methods. Purposive sampling was used to select a sample of 60 participants	The current study utilized a descriptive research design and utilized slovins' formula to get a sample of 148 health workers in Public hospitals within Kajiado County.
Kiveu, Namusonge and Muathe, (2019)	How innovation affects a company's ability to compete: a study of small and medium-sized manufacturing firms in Nairobi County, Kenya	The research showed that most manufacturing SMEs were involved in innovation, with the vast majority using incremental approaches. Product innovation had a non-significant beneficial influence on competitiveness, but process, marketing, and organizational innovations had a significant positive effect.	However, the study was done in manufacturing SMEs in Nairobi focusing on the competitiveness	The present study concentrated on the organization performance of public hospitals within Kajiado county.
Omondi, Mwangi, and	Innovative organization performance in	The findings revealed that innovative strategies, such as the adoption of	However, the study utilized a mixed-methods approach, incorporating	The current study used descriptive research study and used only

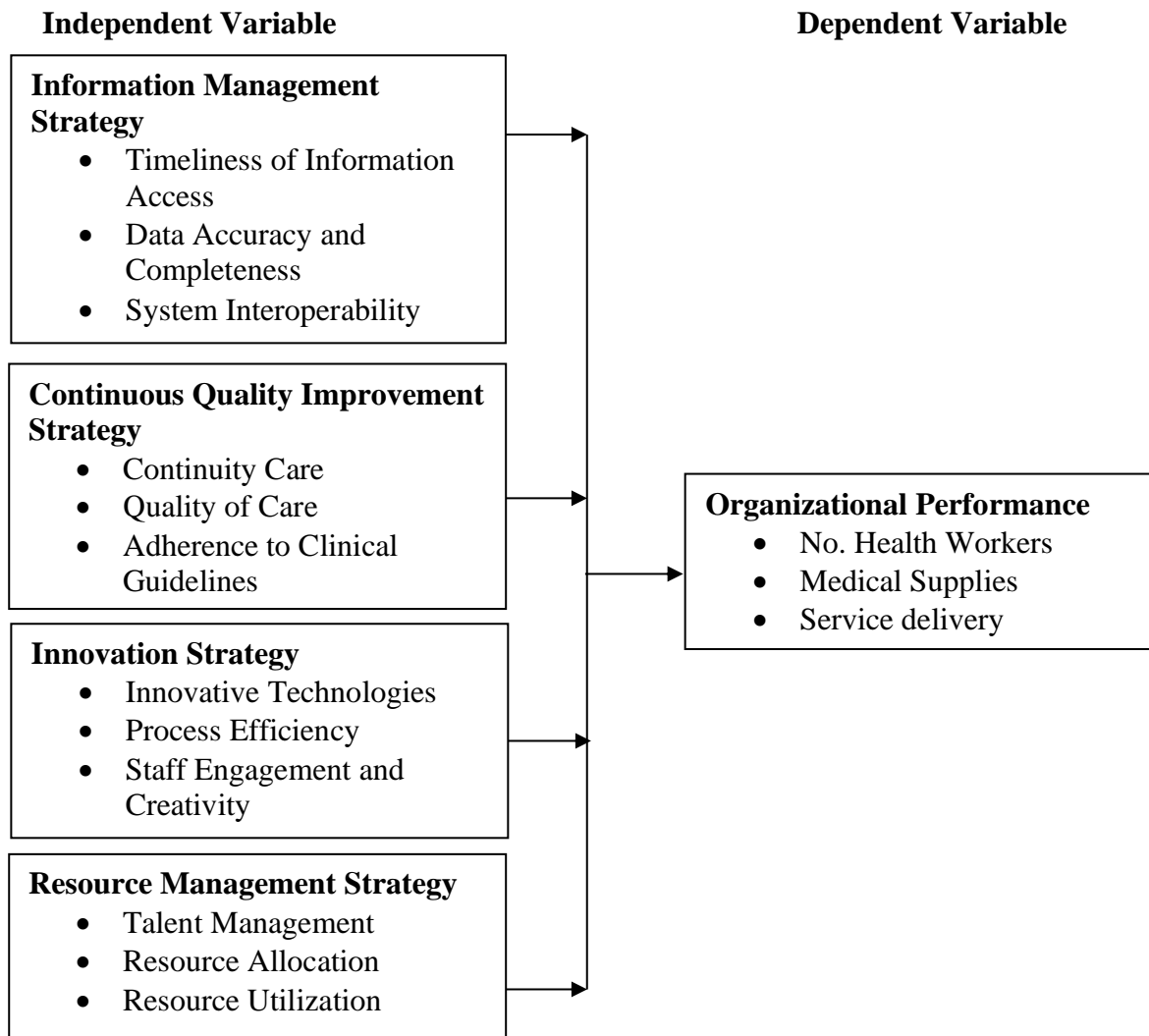
		programs, strong leadership, and a data-driven approach to making decisions.		
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Omondi, Mwangi, and	Innovative organization performance in	The findings revealed that innovative strategies, such as the adoption of	However, the study utilized a mixed-methods approach, incorporating	The current study used descriptive research study and used only

Nyangena, (2021)	Kenyan Public Hospitals	telemedicine, electronic health records, and mobile health technologies, had a beneficial effect on efficiency at public hospitals in Kenya.	surveys and qualitative interviews	questionnaires to collect quantitative data
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Source: Survey Data (2024)

2.5 Conceptual Framework

Conceptual framework summarizes key concepts, variables, and interactions (Creswell, 2014). It helps analyze, organize, and study a phenomenon. Conceptual frameworks help researchers develop their study and establish the hypothetical basis for the independent and dependent variables of the study.



Source: Author (2023)

Figure 2. 1: Conceptual Framework

In health facilities, an information management strategy plays a crucial role in enhancing organizational performance by ensuring that accurate and timely data is collected, analyzed, and utilized effectively. This strategy involves implementing systems and processes for managing patient records, medical histories, and administrative data efficiently. By centralizing and digitizing information, healthcare providers can make more informed decisions, streamline workflows, enhance patient care management, and overall operational competence. Implementing a Continuous Quality Improvement (CQI) Strategy is essential for health facilities to enhance their organizational performance by continuously assessing and refining their processes, services, and outcomes. This strategy involves establishing a culture of ongoing learning, feedback, and adaptation within the organization. By systematically identifying areas for improvement, setting benchmarks, and implementing evidence-based interventions, healthcare providers can enhance the quality of care they deliver, optimize patient satisfaction, and reduce errors and inefficiencies.

An innovation strategy is instrumental in driving organizational performance for health facilities by promoting creativity, experimentation, and the adoption of new technologies and practices. This strategy involves fostering a culture that encourages staff members to generate and implement innovative ideas to address healthcare challenges and improve service delivery. By investing in research and development, collaborating with external partners, and leveraging emerging technologies such as telemedicine and artificial intelligence, health facilities can enhance their capacity to deliver high-quality care, increase operational efficiency, and stay competitive in a rapidly evolving healthcare landscape.

Organizational Performance in public hospitals refers to the measurable efficiency and competence where healthcare amenities are delivered to patients and the community. This encompasses the hospital's ability to achieve its healthcare goals while maintaining high standards of patient care, operational efficiency, and financial sustainability. Indicators such as the number of health workers directly influence the hospital's capacity to provide timely and quality care, with adequate staffing levels enhancing service capabilities and reducing workload pressures. The availability and management of medical supplies ensure the hospital can deliver necessary treatments and maintain operational continuity, impacting patient outcomes and cost management. Service delivery indicators assess how effectively healthcare services are provided, including

accessibility, timeliness, safety, and patient satisfaction, all crucial for maintaining and improving overall organizational performance in public hospitals.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This part provides a summary of the practice employed in the present study. This study focuses on the investigation design, targeted population, sampling tactics, methods of data collection, and concludes with the data processing and arrangement methods used.

3.2 Research Design

Research design is a structured framework that describes the methods for collecting and analyzing data in order to maximize efficiency and fit with the stated goals of the study (Kothari, 2012). The study employed a descriptive design, which was also employed by Muathe (2010). The utilization of a descriptive research design was appropriate for this study, as it enabled the collection of the necessary information through the use of a questionnaire.

3.3 Target Population

Target population refers to a group of individuals or objects that share a common characteristic (Kombo & Tromp, 2015). The targeted population unit analysis was 20 health facilities (County hospital, Sub-County Hospital, Dispensaries) in Kajiado County while the unit of observation was 243 full time health workers.

Table 3. 1: Target Population

Health Facility	Number of Health Workers	Percentage
Kajiado County Referral Hospital	23	9.5
Loitokitok Sub-County Hospital	19	7.8
Namanga Sub-County Hospital	16	6.6
Kitengela Sub-County Hospital	19	7.8
Kiserian Sub-County Hospital	13	5.3
Oloitoktok Sub-County Hospital	18	7.4
Ilbissil Sub-County Hospital	13	5.3
Ngong Sub-County Hospital	17	7.0
Isinya Sub-County Hospital	19	7.8
Kimana Dispensary	8	3.3
Entonet Dispensary	10	4.1
Sholinke Dispensary	9	3.7
Ongata Rongai Dispensary	7	2.9
Esilanke Dispensary	6	2.5
Rombo Dispensary	9	3.7
Nkama Dispensary	8	3.3
Ewuaso Kedong Dispensary	7	2.9
Olepolos Dispensary	6	2.1
Matasia Dispensary	9	3.7
Loodokilani Dispensary	7	2.9
Total	243	100

Source: Department of Health Kajiado County (2024)

3.4 Sampling Design

Sampling design, as defined by Kull (2012), refers to the systematic selection and analysis of a limited number of individuals, subjects, or events in order to gain insights about the entire population from which they were chosen. The study employed Slovin's formula to determine a sample size of 151 individuals working in the healthcare profession. Slovin's formula is commonly employed in research when dealing with large populations to determine an appropriate sample size. The choice to employ Slovin's formula was motivated by the requirement for an effective and pragmatic

approach to guarantee a statistically valid sample that encompasses the breadth of diversity within the healthcare profession as follows:

$$n = \frac{N}{1+Ne^2}$$

Where: n = sample size
N = population size
e = margin of error
1 = is a constant value

$$= \frac{243}{1+243(0.05)^2}$$

$$= \frac{243}{1.6075}$$
$$=151$$

Sampling methodology is used to choose a selection of people or items from a wider group for study or data collection. The study used stratified random sampling technique to get a sample size of health care professionals for each of the targeted health facility. Each health facility characterized a section as shown in the table 3.2 below.

Table 3.2: Sample Size

Health Facility	Target	Sample Size	Percentage
Kajiado County Referral Hospital	23	14	9
Loitokitok Sub-County Hospital	19	12	8
Namanga Sub-County Hospital	16	10	7
Kitengela Sub-County Hospital	19	12	8
Kiserian Sub-County Hospital	13	8	5
Oloitoktok Sub-County Hospital	18	11	7
Ibissil Sub-County Hospital	13	8	5
Ngong Sub-County Hospital	17	11	7
Isinya Sub-County Hospital	20	12	8
Kimana Dispensary	8	5	3
Entonet Dispensary	10	6	4
Sholinke Dispensary	9	6	4
Ongata Rongai Dispensary	7	4	3
Esilanke Dispensary	6	4	3
Rombo Dispensary	9	6	4
Nkama Dispensary	8	5	3
Ewuaso Kedong Dispensary	7	4	3
Olepolos Dispensary	6	3	2
Matasia Dispensary	9	6	4
Loodokilani Dispensary	7	4	3
Total	243	151	100

Source: Survey Data (2023)

3.5 Data Collection Instruments

The investigation collected primary data via interview. The surveys were closed-ended. Questionnaires were chosen because they efficiently collect data from a large population and normalize replies for uniform analysis (Wellington, 2014). Questionnaires' anonymity fosters open discussion, improving comprehension of health personnel' views on operational plans and the efficiency of hospitals. The method is cost-effective and logistically practical, aligning well with the research objectives.

3.6 Pilot Test

A pilot test is a small-scale opening investigation conducted as a precursor to a larger research project or study (Lowe, 2019). Its primary purpose is to test and refine the methods, procedures, instruments, and logistics that will be used in the main study (Morin, 2013). In this study, a pilot study was led in Narok County, where a total of 15 questionnaires were provided to health workers who work full-time.

3.6.1 Validity of the Research Instrument

Contrast validity was ensured by critically discussing the study tools with supervisors to confirm clarity of the information sought and the questionnaires seek research-related data. The feedback obtained helped to improve research instruments. These consultations synchronized suggestions and appropriate remarks. With all such input, necessary changes were made in relation to the validity of the questionnaires.

3.6.2 Reliability of the Research Instrument

The study conducted a reliability analysis utilizing Cronbach's alpha coefficient for each portion of the questionnaire. A value of 0.7 to 0.9 was acceptable (Cronbach & Azuma 1962). Statistical coefficient Cronbach's Alpha (α) was used to assess internal accuracy using SPSS software. The value of Cronbach's alpha coefficients ranges between 0 and 1. Reliability test results are presented in Table 3.3.

Table 3. 3: Reliability Test Results

Variable	No. of Items	Cronbach's Alpha Value
Information management strategy	15	0.926
Continuous quality improvement strategy	15	0.863
Innovation strategy	15	0.926
Resource management strategy	15	0.851
Performance of public hospitals	15	0.874
Overall Reliability	15	0.888

Source: Pilot Study (2023)

The reliability test results, presented in Table 3.3, indicate strong internal consistency for the variables under investigation. The information management strategy established a high equal of dependability with a Cronbach's alpha constant of 0.926, suggesting that the set of 15 items consistently measured the intended construct. Similarly, the innovation strategy yielded a Cronbach's alpha of 0.926, signifying strong internal

consistency among its 15 items. The continuous quality improvement strategy exhibited a respectable level of dependability with a Cronbach's alpha constant of 0.863.

The resource management strategy also demonstrated good internal consistency, although slightly lower, with a Cronbach's alpha coefficient of 0.851. Finally, the performance of public hospitals showed a Cronbach's alpha coefficient of 0.874, indicating a high level of reliability. Overall, with all variables surpassing the usually accepted verge of 0.7 for Cronbach's alpha, these findings suggest that the research instrument was reliable in measuring the intended constructs. The high internal consistency enhances the credibility of the data composed, reinforcing the trustworthiness of the investigation's results and the validity of any inferences drawn from the data.

3.7 Data Collection Procedure

The investigator first requested authorization from the graduate school to conduct data collection activities by submitting an introductory letter. Once the researcher has obtained approval, they proceeded to seek authorization from the NACOSTI in order to gather data from Kajiado County. Both the introductory letter from the institution and the research authorization from NACOSTI explicitly delineated the researcher's identity and the study's objective. The researcher proceeded to get the requisite approvals from the managers of the designated health institutions using both the letter. The researcher conducted the questionnaires in a self-administered manner.

3.8 Data Analysis and Procedure

Analysis entails studying, assessing, and briefing data to reach conclusions and locate useful details (Bryman & Bell, 2012). Clean and modify questionnaire data before coding and analyzing. Closed-ended questionnaire Likert scales was transformed to numerical codes, evaluated on a 1-5-point scale, and entered into SPSS version 24. Inferential and descriptive statistics analyzed data. For descriptive statistics the study used percentages, frequencies, mean, and standard deviation. For the inferential statistic the study used correlation and multiple regression analysis. Quantitative data was tabulated after analysis. Multiple regression was also utilized to explore the connection between an outcome variable and several independent factors (Johnson & Christensen, 2012). Tables displayed the data.

The multivariate regression model was;

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

Whereby:

Y= Organization Performance

β_0 = constant

β_i is the coefficient

X_1 =Information Management Strategy

X_2 = Continuous Quality Improvement Strategy

X_3 = Innovation Strategy

X_4 = Resource Management Strategy

ε = Error Term

3.9 Ethical Consideration

Ethical concerns in research include the protection of privacy, confidentiality, and individual rights (Kothari, 2012). The researcher ensured ethical research. Research was permitted from NACOSTI. Authorisation was also sought from the Ministry of Health, Kajiado County to authorise data collection from the public hospitals, then further seek the consent of the administration of the chosen public health hospitals to distribute the questionnaires to the health workers. The participants were sent with an introduction letter that sought their approval to respond to the questions in the questionnaire, while ensuring that their voluntary participation is respected. The collected responses were treated with anonymity and solely utilized for research purposes. The questionnaires were devoid of any derogatory, discriminatory, or otherwise improper wording that may potentially cause offense to the individuals of the sample group. Recognized scholarly publications and authoritative textbooks authored by other scholars.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The chapter is centered on the comprehension of the analysis procedure of the accumulated data as well as demonstration and conversation of the outcomes. Thus, the general research question of the research was to assess the impact of operational strategies on organization success of public hospitals in Kajiado County, Kenya.

4.2 Response Rate

Assuming the effective completion of the properly standardized and validated' semi-structured questionnaires, response rate is then defined as the number of those who have been actually contacted out of the total amount of people of the complete sample, as designated in the Table 4, highlighted by Fowler (2014).

Table 4. 1: Response Rate

Sampled No. of respondents	No. of Questionnaires Returned	Response Rate (%)
151	125	81

Source: Survey Data (2024)

The investigation collected data with 151 questionnaires. However, 125 questionnaires were completed and delivered. Overall, 81% responded successfully. Additionally, participants were promised of data security. According to Trex (2012), 50% response is sufficient. 60% is good, 70%+ is great for analysis. Thus, 81 percent of the responses was suitable for analysing the data.

4.3 Demographic Information

Statistics about Kajiado County public hospitals includes age and gender, schooling, and service duration.

4.3.1 Gender of the Respondents

The investigator wanted to know the gender of Kajiado County healthcare workers. The results are in table 4.2.

Table 4. 2: Gender of the Respondents

Gender	Frequency	Percent
Male	71	57
Female	54	43
Total	125	100.0

Source: Survey Data (2024)

57% were male while 43% were female. This means that most Kajiado County community-based health center personnel were male. Gender diversity adds diverse abilities, ways of speaking, and methods for solving issues to the company. Equal representation of women guarantees that the company's operations and objectives address local problems and needs. Gender influenced the results of the study by potentially revealing disparities in operational strategy effectiveness and organizational performance outcomes among the health workers across the health facilities in Kajiado County, Kenya.

4.3.2 Position of the Respondents

The investigator wanted to discover the position of participants. The answers are as indicated in table 4.2.

Table 4. 3: Position of the Respondents

Age	Frequency	Percent
Administration	15	12
Outpatient	52	42
Inpatient	45	36
Others	13	10
Total	125	100.0

Source: Survey Data (2024)

From the findings, 12% of those polled were in administration, 42% in outpatient, 36% in inpatient, and 10% in different divisions. It appears that most responses were inpatients. The outpatient section sees many patients for meetings, minor medications, follow-ups, and diagnostics. High demand for patients requires additional staff to manage efficiently.

4.3.3 Age of the Respondents

The investigator determined the participant's age. The findings are as indicated in table 4.3.

Table 4. 4: Age of the Respondents

Age	Frequency	Percent
Below 30 Years	33	26
31-40 Years	52	41
41-50 Years	35	28
Above 51 Years	5	4
Total	125	100.0

Source: Survey Data (2024)

It was found that 26% of respondents were under 30, 41% were 31-40, 28% were 41-50, and 4% were 51 and older. This means that most public hospital personnel in Kajiado County were under 30, 31-40, or 41-50. Different age groups provide new viewpoints, knowledges, and thoughts to the company, encouraging creativity and innovation. A helpful learning atmosphere allows younger members to gain from older members' expertise and experience. The age of the respondents influenced the results of the study by potentially highlighting variations in perceptions, adaptability to operational strategies, and contributions to organizational performance.

4.3.4 Education Level of the Respondents

The investigator asked Kajiado County public hospital workers about their schooling. Table 4.4 shows results.

Table 4. 5: Education Level of the Respondents

Education Level	Frequency	Percent
Diploma	35	28
Bachelor's Degree	53	42
Master's Degree	26	21
Postgraduate Degree	11	9
Total	125	100.0

Source: Survey Data (2024)

The study found that 28% had diplomas, 42% bachelor's degrees, 21% master's degrees, and 9% graduate degrees. This means most respondents had bachelor's, diploma, or master's degrees. Participants with different education degrees bring different skills, knowledge, and expertise. Higher learning may improve preparing, thinking strategically, and organizational development. The education level of the respondents

influences the results of the study by potentially affecting their understanding of strategies, decision-making capabilities, and contributions to organizational performance.

4.3.5 Length of Service in Public Hospitals within Kajiado County

The investigator investigated Kajiado County public hospital operation length. Table 4.5 shows results.

Table 4. 6: Length of Service in Public Hospitals within Kajiado County

Length of Service	Frequency	Percent
Less than 5 year	21	17
6-10 years	56	45
11-15 years	43	34
More than 20 years	5	4
Total	125	100.0

Source: Survey Data (2024)

The findings showed that 17% of respondents had worked in Kajiado County public hospitals for less than 5 years, 45% for 6-10 years, 34% for 11-15 years, and 4% for more than 20 years. Long-term members ensure institutional knowledge is preserved. Experienced leaders can mentor newer members after long service. The term of service in Kajiado County public hospitals may show different levels of expertise, institutional knowledge, and viewpoints on how operational tactics affect organizational performance.

4.4 Descriptive Statistics

The study asked respondents on the impact of information leadership, ongoing quality enhancement, innovation, and approaches to resource management on public hospitals in Kajiado County, Kenya.

4.4.1 Information Management Strategy on Organization Performance of Public Hospitals

Those participating indicated their agreement on the information administration approach on performance as designated in Table 4.6.

Table 4. 7: Information Management Strategy on Organization Performance of Public Hospitals

	SA	A	N	D	SD	Mean	Std
	%	%	%	%	%		
Information Management Strategy							
Timeliness of information access improves decision making hence better organization performance.	14	66	7	13	0	3.8160	.83651
Timely access to information promotes better coordination among healthcare teams and stakeholders.	20	31	23	26	0	3.4560	1.08140
Quick access to health information facilitates early detection of diseases outbreaks which improves organization performance	28	41	18	13	0	3.8400	.97881
Accurate and complete data contribute to reliable research and analysis in public hospitals	41	29	18	13	0	3.9760	1.05084
Reliable data leads to effective monitoring of diseases thus better organization performance	31	38	18	13	0	3.8720	.99981
System interoperability allows for seamless exchange of data among different healthcare systems and stakeholders	42	28	18	13	0	3.9840	1.05482
Interoperability enables the creation and maintenance of comprehensive electronic health records which leads to better organization performance	46	30	13	9	3	4.0560	1.10937

Source: Survey Data (2024)

14% strongly agreed that timeliness of information access improves decision making hence better organization performance, 66% agreed, 7% were neutral, 13% disagreed that timeliness of information access improves decision making hence better organization performance with 3.8160 mean and .83651 variance. From the finding, 20% strongly agreed that timely access to information promotes better coordination among healthcare teams and stakeholders, 31% agreed, 23% were neutral and 26% disagreed that timely access to information promotes better coordination among healthcare teams and stakeholders with 3.4560 mean and 1.08140 variance.

The study findings are in line with the findings of Ozden and Ongel, (2021) who found that timely access to information is vital for effective coordination among healthcare teams and stakeholders. Quick access to patient data, test results, and treatment plans ensures that healthcare providers can make informed decisions promptly. This improves overall patient care by reducing delays in diagnosis and treatment.

Additionally, it facilitates communication and collaboration among healthcare professionals, leading to better outcomes for patients.

From the finding, 28% strongly agreed that quick access to health information facilitates early detection of diseases outbreaks which improves organization performance, 41% agreed, 18% were neutral while 13% disagreed that quick access to health information facilitates early detection of diseases outbreaks which improves organization performance with 3.8400 mean and .97881 variance. From the finding, 41% of the respondents strongly agreed that accurate and complete data contribute to reliable research and analysis in public hospitals, 29% agreed, 18% were neutral while 13% disagreed that strong accurate and complete data contribute to reliable research and analysis in public hospitals with 3.9760 mean and 1.05084 variance.

The answers agree with those of Brouns (2019) who found that the strength, accuracy, and completeness of data are essential for reliable research and analysis in public hospitals. Robust data sets enable researchers to identify trends, assess the effectiveness of treatments, and contribute to medical advancements. Accurate and comprehensive data also support evidence-based decision-making, allowing healthcare administrators to allocate resources efficiently and implement effective policies based on real-world insights.

31% strongly agreed that reliable data leads to effective monitoring of diseases thus better organization performance, 38% agreed, 18% were neutral while 13% disagreed that that reliable data leads to effective monitoring of diseases thus better organization performance, with 4.2560 mean and .89716 variance. In addition, the finding, 42% of the respondents strongly agreed that system interoperability allows for seamless exchange of data among different healthcare systems and stakeholders, 28% agreed, 18% were neutral while 13% disagreed that system interoperability allows for seamless exchange of data among different healthcare systems and stakeholders with 3.8720 mean and .99981 variance.

In addition, the finding, 46% of the respondents strongly agreed that interoperability enables the creation and maintenance of comprehensive electronic health records which leads to better organization performance, 30% agreed, 13% were neutral, 9% disagreed while none of the respondents strongly disagreed that interoperability enables the creation and maintenance of comprehensive electronic health records which leads to

better organization performance with 3.9840 mean and 1.05482 variance. The study findings agree with those of Hirsila (2019) who found that when different systems and platforms can seamlessly exchange information, healthcare providers can access a patient's complete medical history. This leads to better-informed treatment decisions, reduces redundant tests, and enhances patient safety. Comprehensive EHRs contribute to better organizational performance by streamlining administrative processes, reducing paperwork, and improving overall efficiency.

4.4.2 Continuous Quality Improvement Strategy on Organization Performance of Public Hospitals

Those surveyed rated the impact of constant enhancements in quality on public hospitals in Kajiado County, Kenya.

Table 4.8: Continuous Quality Improvement Strategy on Organization Performance of Public Hospitals

Continuous Quality Improvement Strategy	SA %	A %	N %	D %	SD %	Mean	Std
The hospital provides continuity care to patients which improves organization performance	14	66	7	13	0	3.8720	.99981
Continuity care promotes a comprehensive understanding of patients' medical history, which improves organization performance	20	31	23	26	0	3.9840	1.05482
Continuity care reduces patient waiting times which enhances organization performance	28	41	18	13	0	4.0560	1.10937
The hospital has implemented quality of care measures which leads better organization performance	41	29	18	13	0	3.8400	.91933
Quality of care measures helps to minimize errors in diagnosis and treatment which enhances organization performance	31	38	18	13	0	3.5920	1.23194
The hospital adheres to clinical guidelines which improves organization performance	42	28	18	13	0	3.7680	.89925
Adherence to clinical guidelines leads to consistency in care hence better organization performance	46	30	13	9	3	3.6160	.94855

Source: Survey Data (2024)

14% strongly agreed that the hospital provides continuity care to patients which improves organization performance, 66% agreed, 7% were neutral while 13% disagreed that the hospital provides continuity care to patients which improves organization performance with 3.8720 mean and .99981 variance. From the finding, 20% strongly agreed that continuity care promotes a comprehensive understanding of patients' medical history, which improves organization performance, 31% agreed, 23% were neutral while 26% disagreed that that continuity care promotes a comprehensive understanding of patients' medical history, which improves organization performance with 3.9840 mean and 1.05482 variance.

The results are in tandem with those of who Wang (2019) found that continuity of care is pivotal in promoting a comprehensive understanding of patients' medical history. When healthcare providers have access to a patient's complete medical records and treatment history, they can make more informed decisions about ongoing care. This not only enhances the quality of patient care but also contributes to better organizational performance. Continuity of care reduces the likelihood of medical errors, avoids unnecessary duplication of tests, and fosters a stronger patient-provider relationship, all of which positively impact the hospital's overall effectiveness.

28% strongly agreed continuity care reduces patient waiting times which enhance organization performance, 41% agreed, 18% were neutral while 13% disagreed that that continuity care reduces patient waiting times which enhances organization performance with 4.0560 mean and 1.10937 variance. From the finding, 41% of the respondents strongly agreed that hospital has implemented quality of care measures which leads better organization performance, 29% agreed, 18% were neutral while 13% disagreed that that hospital has implemented quality of care measures which leads better organization performance with a mean of 3.8400 and Std. Deviation of .91933.

The study findings are in line with the findings of who Kovach, (2017) found that the implementation of quality of care measures is a strategic approach to improving organizational performance. These measures typically involve assessing and monitoring various aspects of patient care, such as patient outcomes, safety, and patient satisfaction. By systematically measuring and improving these metrics, hospitals can enhance the overall quality of care provided.

31% strongly agreed that quality of care measures helps to minimize errors in diagnosis and treatment which enhances organization performance, 38% agreed, 18% were neutral while 13% disagreed that quality of care measures helps to minimize errors in diagnosis and treatment which enhances organization performance with 3.5920 mean and 1.23194 variance. Moreover, 42% strongly agreed that the hospital adheres to clinical guidelines which improve organization performance, 28% agreed, 18% were neutral while 13% disagreed that the hospital adheres to clinical guidelines which improves organization performance with 3.7680 mean and .89925 variance. From the finding, 46% of the respondents strongly agreed that adherence to clinical guidelines leads to consistency in care hence better organization performance, 30% agreed, 13% were neutral, 9% disagreed while 3% of the respondents strongly disagreed that that adherence to clinical guidelines leads to consistency in care hence better organization performance with 3.6160 mean and .94855 variance.

The answers are in line with the findings of Dossary (2021) who found that adherence to clinical guidelines is crucial for maintaining consistency in care. When healthcare providers follow evidence-based guidelines, it ensures that patients receive standardized and effective treatments. Consistency in care not only advances persistent outcomes but also streamlines processes within the hospital.

4.4.3 Innovation Strategy on Organization Performance of Public Hospitals

Those surveyed indicated their agreement on the consequence of innovation strategy on success of public hospitals in Kajiado County, Kenya. The findings were as indicated in Table 4.8.

Table 4. 9: Innovation Strategy on Organization Performance of Public Hospitals

Innovation Strategy	SA	A	N	D	SD	Mean	Std
	%	%	%	%	%		
The hospital has adopted innovative technologies like telemedicine platforms which enhance organization performance	45	29	16	10	0	4.0800	1.01282
Adoption of innovative technologies has enhanced diagnosis and treatment of diseases	36	38	15	11	2	3.9840	.98361
Innovative technologies help the healthcare providers to proactively manage patients' conditions, provide timely interventions, and prevent complications.	42	34	14	10	0	4.0640	.98982
The hospital has implemented process efficiency measures which help to streamline workflows.	52	26	14	6	2	4.1840	1.05022
Implementing process efficiency measures helps in reducing patient waiting time.	43	31	14	11	0	4.0640	1.01397
The hospital management engages health workers and other staffs in problem solving which improves organization performance.	46	37	10	6	2	4.1760	.98426
Staff engagement and creativity foster a culture of continuous improvement within public health organizations	43	31	14	11	0	4.0640	1.01397
The hospital has adopted innovative technologies like telemedicine platforms which enhance organization performance	46	37	10	5	2	4.1760	.98426

Source: Survey Data (2024)

45% strongly agreed that the hospital has adopted innovative technologies like telemedicine platforms which enhance organization performance, 29% agreed, 16% were neutral, while 10% disagreed that that the hospital has adopted innovative technologies like telemedicine platforms which enhance organization performance with 4.0800 mean and 1.01282 variance. From the finding, 36% strongly agreed that the adoption of innovative technologies has enhanced diagnosis and treatment of diseases 38% agreed, 15% were neutral 11% disagreed while 2% strongly agreed that adoption of innovative technologies has enhanced diagnosis and treatment of diseases with 3.9840 mean and .98361 variance. The study findings agree with those of Garcia, Rodriguez and Martinez, (2020) who found that the integration of innovative

technologies in healthcare has significantly improved the accuracy and efficiency of diagnosis and treatment. Advanced imaging techniques, molecular diagnostics, and AI-driven analytics enable healthcare professionals to diagnose diseases earlier and with greater precision.

Additionally, 42% strongly agreed that innovative technologies help the healthcare providers to proactively manage patients' conditions, provide timely interventions, and prevent complications, 34% agreed, 14% were neutral while 10% disagreed that innovative technologies help the healthcare providers to proactively manage patients' conditions, provide timely interventions, and prevent complications with 4.0640 mean and .98982 variance. In addition, the finding, 52% strongly agreed that the hospital has implemented process efficiency measures which help to streamline workflows, 26% agreed, 14% were neutral, 6% disagreed while 2% strongly disagreed that the hospital has implemented process efficiency measures which help to streamline workflows with 4.1840 mean and 1.05022 variance. The study findings are in line with those of Clark and Taylor (2019) who found that implementing process efficiency measures is crucial for streamlining workflows within a hospital. By optimizing internal processes, hospitals can reduce operational costs, minimize errors, and improve overall efficiency. This can include measures such as digital record-keeping, automated appointment scheduling, and workflow automation.

In addition, the finding, 43% strongly agreed that implementing process efficiency measures helps in reducing patient waiting time, 31% agreed, 14% were neutral while 11% disagreed that implementing process efficiency measures helps in reducing patient waiting time with 4.0640 mean and 1.01397 variance. In addition, the findings revealed that 46% of the respondents strongly agreed that the hospital management engages health workers and other staffs in problem solving which improves organization performance, 37% agreed, 10% were neutral, 6% disagreed while 2% strongly disagreed that the hospital management engages health workers and other staffs in problem solving which improves organization performance with 4.1760 mean and .98426 variance.

In addition, the finding, 43% of the respondents strongly agreed that the hospital has adopted innovative technologies like telemedicine platforms which enhance organization performance, 31% agreed, 14% were neutral while 11% of the respondents

disagreed that the hospital has adopted innovative technologies like telemedicine platforms which enhance organization performance with 4.0640 mean and 1.01397 variance. The study findings are in tandem with those of Muthoni, Odhiambo and Makau, (2019) who found that the adoption of telemedicine platforms is a prime example of how innovative technologies can enhance organizational performance. Telemedicine facilitates remote consultations, enabling patients to access healthcare services without the need for physical presence. This not only expands the reach of healthcare services but also improves patient accessibility and convenience.

4.4.4 Resource Management Strategy on Organization Performance of Public Hospitals

The participants indicated their agreement on resource administration strategy on performance of public hospitals in Kajiado County, Kenya. The findings were as indicated in Table 4.9.

Table 4. 10: Resource Management Strategy on Organization Performance of Public Hospitals

	SA	A	N	D	SD	Mean	Std
	%	%	%	%	%		
Effective talent management ensures that the hospital have a skilled and competent workforce, including doctors, nurses, technicians, and support staff	30	32	24	11	2	3.7680	1.07865
Talent management in the hospital has increased employee retention rates, reduced turnover costs, and ensured greater stability in their workforce	34	33	16	14	2	3.8240	1.12926
Effective resource allocation ensures that these resources are distributed in a manner that maximizes their utilization and aligns with the hospital's strategic objectives.	22	33	28	16	8	3.6000	1.03175
Proper allocation of resources ensures that healthcare professionals have the necessary equipment, supplies, and staffing levels to deliver safe and effective care	39	34	12	14	8	3.9600	1.08062
Proper utilization of human resources ensures that healthcare professionals are assigned tasks that match their expertise, resulting in better patient care outcomes and overall performance.	29	50	10	9	1	3.9840	.92444
Efficient utilization of resources helps the hospital maintain financial stability, make strategic investments, and adapt to changing healthcare demands	42	37	11	1	10	4.0000	1.19812
Efficient resource utilization contributes to improved patient safety, reduces medical errors, and enhances overall quality of care.	45	25	18	12	0	4.0400	1.05800

Source: Survey Data (2024)

30% strongly agreed that with effective talent management ensures that the hospital have a skilled and competent workforce, including doctors, nurses, technicians, and support staff, 32% agreed, 24% were neutral, 11% disagreed while 2% strongly disagreed that that with effective talent management ensures that the hospital have a skilled and competent workforce, including doctors, nurses, technicians, and support staff with 3.7680 mean and 1.07865 variance.

From the finding, 34% strongly agreed that talent management in the hospital has increased employee retention rates, reduced turnover costs, and ensured greater stability in their workforce, 33% agreed, 16% were neutral, 14% disagreed while 2% strongly disagreed that talent management in the hospital has increased employee retention rates, reduced turnover costs, and ensured greater stability in their workforce with 3.8240

mean and 1.12926 variance. The study findings agree with those of Birbirs, Adula and Kant (2022) who found that effective talent management practices, including recruitment, training, and development, contribute to increased employee retention rates. When healthcare professionals feel valued and supported in their roles, they are more likely to stay with the organization. This reduces turnover costs associated with recruitment, training, and onboarding of new staff.

From the finding, 35% strongly agreed that effective resource allocation ensures that these resources are distributed in a manner that maximizes their utilization and aligns with the hospital's strategic objectives, 55% agreed, 7% were neutral, 1% disagreed while 2% strongly disagreed that effective resource allocation ensures that these resources are distributed in a manner that maximizes their utilization and aligns with the hospital's strategic objectives with 3.6000 mean and 1.03175 variance.

In addition, the finding, 39% strongly agreed that proper allocation of resources ensures that healthcare professionals have the necessary equipment, supplies, and staffing levels to deliver safe and effective care, 42% agreed, 14% were neutral, 5% disagreed while none strongly disagreed that proper allocation of resources ensures that healthcare professionals have the necessary equipment, supplies, and staffing levels to deliver safe and effective care with 3.9600 mean and 1.08062 variance. The study findings are in tandem with those of Ngoma (2018) who found that proper allocation of resources, including equipment, supplies, and staffing levels, is crucial for ensuring that healthcare professionals can deliver safe and effective care. Having the right resources at the right time enhances workflow efficiency and contributes to positive patient outcomes

In addition the finding, 48% of the respondents strongly agreed that proper utilization of human resources ensures that healthcare professionals are assigned tasks that match their expertise, resulting in better patient care outcomes and overall performance, 42% agreed, 6% were neutral, 4% disagreed while none strongly disagreed that proper utilization of human resources ensures that healthcare professionals are assigned tasks that match their expertise, resulting in better patient care outcomes and overall performance with 3.9840 mean and .92444 variance.

In addition, 39% strongly agreed that efficient utilization of resources helps the hospital maintain financial stability, make strategic investments, and adapt to changing healthcare demands, 41% agreed, 13% were neutral, 6% disagreed while 1% strongly

disagreed that efficient utilization of resources helps the hospital maintain financial stability, make strategic investments, and adapt to changing healthcare demands with 4.0000 mean and 1.19812 variance.

Finally, the finding, 38% strongly agreed that efficient resource utilization contributes to improved patient safety, reduces medical errors, and enhances overall quality of care, 47% agreed, 13% were neutral, 2% disagreed while none strongly disagreed that efficient resource utilization contributes to improved patient safety, reduces medical errors, and enhances overall quality of care with 4.0400 mean and 1.05800 variance. The study findings are in line with those of Gile, Samardzic and Klundert (2018) who found that efficient resource utilization is directly linked to improved patient safety. When hospitals allocate resources effectively, healthcare professionals have access to the tools and equipment needed to deliver safe and high-quality care. This reduces the risk of medical errors and contributes to a safer healthcare environment for patients.

4.4.5 Organization Performance of Public Hospitals in Kajiado County, Kenya

People were asked to rate public hospitals in Kajiado County, Kenya. Table 4.10 displays results.

Table 4. 11: Organization Performance of Public Hospitals in Kajiado County, Kenya

Organization Performance of Public Hospitals	SA	A	N	D	SD	Mean	Std
	%	%	%	%	%		
There are adequate medical practitioners in public health facilities in Kajiado	39	33	14	12	2	3.9600	1.08062
Public health facilities have adequate medicine and medical equipment's to cater for the patients' needs	49	26	14	10	1	4.1120	1.05659
Public health facilities in Kajiado county are able to handle majority of medical needs	27	52	10	11	0	3.9520	.90568
Public health facilities in Kajiado County offer timely services to patients	30	33	11	22	4	3.6400	1.23393
Health facilities have adequate financial resource to meet the medical needs of patients within the county	34	42	13	11	0	3.9840	.95870

Source: Survey Data (2024)

From the finding, 39% strongly agreed that there are adequate medical practitioners in public health facilities in Kajiado, 33% agreed, 14% were neutral, 12% disagreed while 2% strongly disagreed that there are adequate medical practitioners in public health facilities in Kajiado with 3.9600 mean and 1.08062 variance. From the finding, 49% strongly agreed that public health facilities have adequate medicine and medical equipment's to cater for the patients' needs, 26% agreed, 14% were neutral, 10% disagreed while 1% strongly disagreed that public health facilities have adequate medicine and medical equipment's to cater for the patients' needs with 4.1120 mean and 1.05659 variance. The study findings are in tandem with those of (Saadat, 2019) which noted that having a sufficient supply of medicines and necessary medical equipment ensures that patients receive timely and appropriate treatment. This is fundamental for managing various health conditions, preventing complications, and promoting overall well-being.

From the finding, 27% strongly agreed that public health facilities in Kajiado County are able to handle majority of medical needs, 52% agreed, 10% were neutral while 11% disagreed that public health facilities in Kajiado County are able to handle majority of medical needs with 3.9520 mean and .90568 variance. In addition, 30% strongly agreed that public health facilities in Kajiado County offer timely services to patients, 33% agreed, 11% were neutral, 22% disagreed while 4% strongly agreed that public health facilities in Kajiado County offer timely services to patients with 3.6400 mean and 1.23393 variance. In addition, 34% strongly agreed that health facilities have adequate financial resource to meet the medical needs of patients within the county, 42% agreed, 13% were neutral while 11% disagreed that health facilities have adequate financial resource to meet the medical needs of patients within the county with 3.9840 mean and .95870 variance. The study also agrees with the findings of Payne and Frow, (2014) which found that sufficient financial resources enable public health facilities to provide affordable or subsidized healthcare services, ensuring that a broad segment of the population can access medical care. This is particularly important for promoting public health and preventing the exacerbation of health issues due to financial barriers.

4.5 Inferential Statistics

4.5.1 Correlation Analysis

The study examined the effects of information management, ongoing quality enhancement, creativity, and approaches to resource management on public hospitals in Kajiado County, Kenya. Table 4.11 shows study results.

Table 4. 12: Correlation Analysis

		Information Management	Continuous Quality Improvement	Innovation	Resource Management
Information Management	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	125			
Continuous Quality Improvement	Pearson Correlation	.826**	1		
	Sig. (2-tailed)	.000			
	N	125	125		
Innovation	Pearson Correlation	.564**	.516**	1	
	Sig. (2-tailed)	.000	.000		
	N	125	125	125	
Resource Management	Pearson Correlation	.566**	.570**	.821**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	125	125	125	125
Performance of Public Hospitals	Pearson Correlation	.603**	.753**	.690**	.729**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	125	125	125	125

Source: Survey Data (2024)

The study found a moderate positive association ($r = 0.603$; $p < 0.05$) between information management approach and public hospital performance in Kajiado County, Kenya (Table 4.11). In Kajiado County, Kenya, better information management improves public hospital performance. According to Ozden and Ongel (2021), information management practices were linked to a firm's innovation performance, which had a direct and positive impact on its growth and financial performance. Brouns (2019) also discovered that virtual reality technology improves consumer happiness, with immersion and involvement having the greatest impact.

The study found a moderate positive association ($r=0.753$; $p<0.05$) between ongoing quality enhancement method and public hospital performance in Kajiado County,

Kenya. This means stronger continuous quality improvement improves public hospital performance in Kajiado County, Kenya. Otieno (2018) found that ongoing enhancement practices like customer focus, employee engagement, quality enhancement initiatives, leadership, and factual decision making increased organizational efficiency. Kuwabara (2019) also observed that CQI improves care quality, with staff training and quality enhancement programs having the biggest influence.

The investigation found a moderate positive association ($r=0.690$; $p<0.05$) between innovation strategy and public hospital performance in Kajiado County, Kenya. In Kajiado County, Kenya, improved innovation strategies improve public hospital efficiency. The study supports Thompson, Anderson, and Wilson (2019) conclusions that innovation techniques improve public hospital delivery of services. Technology-driven solutions, optimization of processes, and patient-centric care models enhanced effectiveness, healthcare professional cooperation, and patient experiences. In Kenyan public hospitals, new tactics including telemedicine, electronic health records, and mobile health technology improved service delivery, according to Omondi, Mwangi, and Nyangena (2021). These improvements improved care availability, effectiveness, and quality, improving client happiness and health outcomes.

The study found a moderate positive association ($r=0.729$; $p<0.05$) between the resource administration approach and public hospital performance in Kajiado County, Kenya. This means greater resource management improves public hospitals in Kajiado County, Kenya. The study confirms Ngoma (2018) findings that reimbursement, hiring and choosing, instruction and growth, and data technology affect non-profit effectiveness.

4.5.2 Regression Analysis

Regression modeling was used to assess the combined impact of data administration, ongoing quality enhancement, creativity, and management of resources strategies.

Table 4. 13: Model Summary

Model R	R Square
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		Adjusted R Square	Std. Error of the Estimate		Sig. F Change	
1	.857 ^a	.734	.725	.38742	.857 ^a .734	.725

The R-Squared is the percentage of the dependent factor's variance explained by independent variables. This study found that the four self-sufficient variables—information administration approach, ongoing quality enhancement strategy, strategy for innovation, and handling resources strategy—explain 73.4% of public hospital performance in Kajiado County, Kenya, while other factors explain 26.6%.

Table 4. 14: Analysis of Variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	49.609	4	12.402	82.632	.000 ^b
1	Residual	18.011	120	.150		
	Total	67.620	124			

a. Dependent Variable: Performance of Public Hospitals in Kajiado County, Kenya

b. Predictors: (Constant), information management strategy, continuous quality improvement strategy, innovation strategy and resource management strategy.

The present research employed analysis of variances to test if the model fits the data. The model accurately predicts how the four independent variables—information management strategy, ongoing enhancement of quality strategy, innovation strategy, and handling resources strategy—impact public hospital performance in Kajiado County, Kenya, as the p-value was 0.000. The F-value was (82.632), indicating that the model accurately predicted the independent factors' effects on the variable of interest.

Table 4. 15: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.445	.344		1.293	.198
Information management strategy	.297	.101	0.256	2.941	.004
1 Continuous quality improvement	.744	.095	.672	7.824	.000
Innovation strategy	.405	.132	.260	3.067	.003
Resource management strategy	.262	.082	.277	3.206	.002

Table 4.14 shows the overall multiple regression model. The interpretations of the findings indicated follow the following regression model.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Therefore,

$$Y = 0.445 + 0.297X_1 + 0.744 X_2 + 0.405X_3 + 0.262 X_4$$

Holding constant the four independent variables, the intercept (β_0) indicates an efficiency value of 0.445 for public hospitals in Kajiado County, Kenya. Holding all the additional variables equal, a unit increase in a data management approach would boost public healthcare performance in Kajiado County, Kenya, by 0.297. The study supported Ozden and Ongel (2021) that successful information handling methods improve accessibility of data, quality of care, resource optimization, efficiency of workflow, and efficiency tracking in public hospitals. Public hospitals may boost patient satisfaction, productivity, and healthcare delivery efficacy by investing in comprehensive information management frameworks and technologies.

Keeping the remaining independent factors constant, a unit rise in the continuous quality enhancement method would boost public hospital performance in Kajiado County, Kenya, by 0.744. The study confirmed Kuwabara (2019) findings that CQI improves care quality, with employee education and ongoing improvement programs having the greatest influence.

An extra unit in innovation approach would improve public hospital performance in Kajiado County, Kenya, by 0.405, leaving all other variables equal. In Kenyan public hospitals, new tactics including telemedicine, digital medical records, and mobile health technology improved service delivery, according to Omondi, Mwangi, and

Nyangena (2021). These improvements enhanced treatment access, efficiency, and quality, improving client happiness and health results.

Finally, holding all other variables equal, a unit increase in the resource administration approach would boost public hospital performance in Kajiado County, Kenya, by 0.262. These findings suggest that data strategy for management affects public hospital performance in Kajiado County, Kenya, the most, followed by innovation, handling resources, and ongoing enhancement of quality. Ngoma (2018) found that efficient resource control allocates workers, equipment, supplies, and cash effectively to suit patient healthcare demands. Public hospitals can maximize patient care and efficiency in operations by recognizing and addressing needs.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section summarizes the study's main findings and draws inferences and explores ramifications. It concludes with research proposals. The purpose of the research was to evaluate operating strategies' impact on healthcare facilities in Kajiado County, Kenya.

5.2 Summary of the Findings

The findings revealed that timely information foster better coordination among healthcare teams and stakeholders. Additionally, the study highlighted the significance of precise and thorough data for dependable research and analysis in public hospitals. Moreover, dependable data was noted to facilitate effective disease monitoring, further enhancing organizational performance. Furthermore, interoperability was identified as a key factor in the development of comprehensive electronic health records, leading to enhanced organizational performance.

Furthermore, the findings revealed the substantial contribution of continuity care initiatives to organizational performance improvement. These initiatives were found to reduce patient waiting times, thus boosting organizational performance. Additionally, the implementation of quality care measures within the hospital was underscored as a contributor to better organizational performance. Quality care measures were shown to play a pivotal role in reducing errors in diagnosis and treatment, consequently enhancing organizational performance.

Moreover, the study revealed that the hospital's adoption of cutting-edge technologies, positively impact their performance. The adoption of innovative technologies enhances diagnosis and treatment, aids in proactive patient condition management, and prevents complications. Additionally, process efficiency measures within the hospital streamline workflows, resulting in reduced patient waiting times. Furthermore, engagement of hospital management with health workers in problem-solving was identified as driving improved organizational performance. Staff engagement and creativity were highlighted as fostering a culture of continuous improvement within public health organizations.

Lastly, the findings revealed that effective talent management is crucial in maintaining a skilled and competent workforce across various roles within the hospital. Furthermore, efficient utilization of human resources involves assigning tasks based on expertise, resulting in improved patient care outcomes and overall performance. Efficient resource utilization is essential for maintaining financial stability and adapting to changing healthcare demands. Ultimately, efficient resource utilization contributes to improved patient safety, reduced medical errors, and enhanced quality of care.

5.3 Conclusion of the Study

A substantial association between data administration strategy and organizational effectiveness in public medical facilities was found. Public medical institutions boost efficiency and productivity via information management strategies that optimize administrative and clinical procedures. Automating scheduling appointments, billing, and handling inventory lowers errors and frees up staff time for higher-value work. Streamlined workflows improve healthcare teamwork and interaction, promoting integrated patient care.

The study concluded that continuous quality improvement and innovation strategies significantly enhance the performance of public hospitals. Continuous quality improvement streamlines processes, increases efficiency, reduces waste, and optimizes resource utilization, improving operational performance. Innovation strategies reduce administrative burdens, optimize resource use, and lead to cost savings and higher efficiency, allowing hospitals to provide high-quality care at lower costs. Additionally, innovation enables hospitals to adapt to evolving healthcare challenges and patient needs by exploring new technologies, treatments, and care models, addressing issues like population aging, chronic disease management, and infectious disease outbreaks.

Finally, the study found that the utilization of resources approach significantly impacts public hospital efficiency. Managing resources improves hospital operations and reduces waste. Public hospitals can improve efficiency by improving personnel, scheduling, and inventory management to increase throughput, reduce lines, and boost operational efficiency. Effective resource management affects public healthcare patient care. Hospitals can provide timely, trustworthy, and efficient care to patients by staffing appropriately, providing medical equipment and supplies, and maintaining facilities. This improves outcomes and satisfaction with care.

5.4 Recommendation of the Study

In the light of the foregoing findings, the study recommends that;

The Kajiado County Health Department should provide thorough instruction for public hospital staff. This training trains professionals to use modern information management technologies to access critical healthcare data quickly. Additionally, the County Government should fund the building and upkeep of comprehensive data management systems that will enhance decision-making and company efficiency.

Under the County Health Management Team, Kajiado County public hospitals shall implement a continual learning and evaluation program for healthcare personnel. This approach promotes consistency and high standards of care. In order to promote consistency in treatment delivery and improve the efficiency of the organization, the County Health Department should periodically update clinical recommendations to reflect the newest methods based on evidence.

The County Health Department should work with hospital administration to incorporate novel innovations in Kajiado County public hospitals. The County Government should also invest in a creative, engaged workplace. Hospital administrators should lead process efficiency projects to optimize workflows and foster an innovative, continually enhanced culture that improves company efficiency.

A comprehensive plan for talent administration should be implemented by the County Government and hospital executives. This involves discovering talent gaps, offering professional development, and fostering a healthy public hospital work environment. Additionally, the County Health Department shall manage strategic resource allocation as well as effective resource usage to improve the economy, patient safety, and quality of care in Kajiado County hospital systems.

5.5 Suggestion for Further Studies

From the data, the researcher proposed studying patient-centered care practices and the success of organizations. Find out how individualized and patient-focused treatment improves continuity, wait times, and patient happiness. Consider wearables, remote monitoring, and digital health platforms beyond telemedicine. Evaluate how well they improve diagnosis, treatment, and patient care. Study public hospital human resource management techniques, including talent recruiting, retention, and staff stability. Examine how training, professional

development, and employee engagement reduce turnover and improve medical professional proficiency.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Dear Respondents,

This questionnaire collects data for a research on operational strategies and public hospital organization performance in Kajiado County, Kenya. This research will help public hospital management establish operational solutions that improve organization performance. This questionnaire asks you about how strategic human resource management techniques affect employee performance. Feel free to fill out the questionnaire; your answers will be kept confidential. All of these questions are for academic purposes only.

I extend sincere thanks for your valuable support.

APPENDIX II: RESEARCH QUESTIONNAIRE

I'm a master's student in strategic management at Kenyatta University, researching how operational strategies affect public hospital organization performance in Kajiado County, Kenya. Please respond to the queries the best of your abilities. Confidentiality is assured for research use.

INSTRUCTIONS

Please respond by completing the provided fields or by selecting the appropriate option.

Section A: Demographic Characteristics

1. Your Gender?

Male [] Female []

2. Your Age bracket?

Less than 30 years [] 31 – 40 years []

41 – 50 years [] 51 years and above []

3. Your Educational Level?

Certificate [] Diploma []

Bachelor's Degree [] Masters Degree []

4. How many years have you served in Public Hospitals within Kajiado County?

Less than 5 years [] 6 – 10 years []

11 – 13 years [] More than 15 years []

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

SECTION B: Information Management Strategy on Organization performance

Statement	1	2	3	4	5
Timeliness of information access improves decision making in the hospital					
Timely access to information promotes better coordination among healthcare teams.					
Quick access to health information facilitates early detection of diseases outbreaks.					
Accurate and complete data contribute to reliable research and analysis in public hospitals					
Reliable data leads to effective monitoring of diseases in the hospital and community					
System interoperability allows for seamless exchange of data among different department in the hospital					
Interoperability enables the creation and maintenance of comprehensive electronic health records					

SECTION C: Continuous Quality Improvement Strategy

Statement	1	2	3	4	5
The hospital provides continuity care to patients					
Continuity care promotes a comprehensive understanding of patients' medical history					
Continuity care reduces patient waiting times.					
The hospital has implemented quality of care measures.					
Quality of care measures helps to minimize errors in diagnosis and treatment of diseases.					
The hospital adheres to clinical guidelines					
Adherence to clinical guidelines leads to consistency in care					

SECTION D: Innovation Strategy

Statement	1	2	3	4	5
The hospital has adopted innovative technologies like telemedicine platforms.					
Adoption of innovative technologies has enhanced diagnosis and treatment of diseases					
Innovative technologies help the healthcare providers to proactively manage patients' conditions.					
Innovative technologies provide timely interventions and prevent complications of diseases.					
The hospital has implemented process efficiency measures which help to streamline workflows.					
Implementing process efficiency measures helps in reducing patient waiting time.					
The hospital management engages health workers and other staffs in problem solving.					
Staff engagement and creativity foster a culture of continuous improvement within public health organizations					

SECTION E: Resource Management Strategy

Statement	1	2	3	4	5
Effective talent management ensures that the hospital have a skilled and competent healthcare worker.					
Talent management in the hospital has increased retention rates of health workers.					
Talent management in the hospital reduces turnover rates among health workers.					
The hospital allocates resources depending with the needs of the health department.					
Resources allocation ensures that healthcare professionals have the necessary medical supplies and equipment.					
The hospital assigns healthcare professionals to tasks that match their expertise.					
Effective resource utilization results in better patient care outcomes and overall performance.					
Efficient utilization of resources helps the hospital maintain financial stability and m Resource Management take strategic investments.					

SECTION F: Organization performance of Public Hospitals

Statement	1	2	3	4	5
There are adequate medical practitioners in community health amenities in Kajiado					
Public health facilities have adequate medicine and medical equipment's to cater for the patients' needs					
Public healthcare in Kajiado county are able to handle majority of medical needs					
Public healthcare in Kajiado County offer timely services to patients					
Health facilities have adequate financial resource to meet the medical needs of patients within the county					

Thank you for your Participation

APPENDIX III : KU PROPOSAL APPROVAL LETTER



KENYATTA UNIVERSITY
GRADUATE SCHOOL

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

Website: www.ku.ac.ke

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

Internal Memo

FROM: Executive Dean, Graduate School

DATE: 19th January, 2024

TO: Judith Maganya Nyaboga
C/o Business Administration Dept.

REF: D53/OL/HEP/20881/2021

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 17th January, 2024 approved your Research Project Proposal for the M.B.A Degree Entitled, "Operational Strategies and Performance of Public Hospitals in Kajiado 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. Stephen Muathe
C/o Department of Business Administration
Kenyatta University

AM/Enr

APPENDIX IV : NACOSTI RESEARCH PERMIT

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
RefNo: 426806	Date of Issue: 02/February/2024
RESEARCH LICENSE	
	
This is to Certify that Ms.. JUDITH MAGANYA NYABOGA of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kajjado on the topic: Operational strategies and Performance of Public Hospitals in Kajjado county, Kenya for the period ending : 02/February/2025.	
License No: NACOSTI/P/24/32751	
426806 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Verification QR Code	
	
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