

**STRATEGIC MANAGEMENT DRIVERS AND PERFORMANCE OF LEVEL FOUR
AND FIVE PRIVATE HOSPITALS IN MOMBASA COUNTY, KENYA**

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DECLARATION

I declare that this research project is my original work. To the best of my knowledge, it has not been submitted or presented for a degree in any of the Universities.

Signature

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This is to certify that this research project has been submitted for examination with my permission as the University supervisor.

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DEDICATION

I dedicate this research project to my beloved parents, Mr and Mrs Nyungu and my brother Joe Nyungu for their continued support all through from childhood to date.

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ABBREVIATIONS AND ACRONYMS

AMREF: African Medical and Research Foundation

CEO: Chief Executive Officer

CRM: Customer Relationship Management

CUs: Community Units

OPERATION DEFINITION OF TERMS

Care Coverage:	refers to the insurance or healthcare plans that cover the costs associated with receiving medical care and treatment in a hospital.
Hospital Performance:	This refers to hospital performance in terms of customer satisfaction, length of stay and care coverage.
Length of Stay:	is the duration a patient spends in a hospital or healthcare facility from admission to discharge.
Patient Relationship Management:	involves building and maintaining meaningful and productive relationships between healthcare providers and their patients.
Patient Satisfaction:	refers to a patient's perception of the care they received during their healthcare experience.
Patient Segmentation:	is a process of categorizing a diverse patient population into distinct groups based on certain shared characteristics or criteria.
Patient Value:	refers to the perceived benefits that patients derive from their healthcare experiences and outcomes, relative to the costs and efforts involved in obtaining that care.
Strategic Customer Focus:	can be defined as the as how hospitals run their customer service operations to enable them to provide better service experience and improve customer loyalty.
Strategic Human Resource Practices:	are the activities and techniques used in managing organizational employees, including labor relations, training and development, performance appraisal,

compensation, orientation, recruitment, selection, placement, and job security.

Strategic Management Drivers:

are prospects that make strategic decisions effective and contribute to organizational performance and competitiveness.

Strategic Quality Planning:

is defined as the systematic approach aimed at improving and assure quality at the top level of the private hospital aimed at linking them with operational strategy.

Strategic Technology Orientation:

is a culture-based orientation in which the firm creates technological behavior which is expected to create a competitive advantage for the hospital.

ABSTRACT

Healthcare quality for private hospitals in the county has been a sharp focus and hence the growth rate has declined to 5.2% in 2018, 3.5% in 2019, 2.3% in 2020 and 1.7% in 2021. It is in this regard that the researcher seeks to examine the effect of strategic management driver on the performance of level four and five private hospitals in Mombasa County. The study was based on the following specific objectives: To determine the effect of strategic technology orientation, strategic customer focus, strategic human resource practices, and strategic quality planning on the performance of level 4 and 5 private hospitals in Mombasa County, Kenya. To underpin the study, survival-based theory, customer relationship management theory, expectancy theory and Deming's theory of quality management were used. The study adopted a cross-sectional research design and targeted 261 employees from top and middle level management from eight level five and four private hospitals: Mombasa Hospital, Premier Hospital, Pandya Hospital, Aga Khan Hospital, Jocham Hospital, Sayyida Fatima Hospital, Avenue Healthcare Hospital and AAR Hospital. The study used Yamane's formulae to determine a sample of 158 employees from the eight hospitals. The study used structured questionnaires to gather primary data from the employees which was analyzed using SPSS version 26, where descriptive and inferential statistics was used, and the results presented in the form of tables. Before conducting the main study, a pilot study was conducted among 16 employees of level five hospital in Nairobi County to examine reliability and validity of the research instrument. Out the 158 questionnaires distributed 119 questionnaires were returned. Strategic technology orientation has an unstandardized coefficient (B) of .653, with a standard error of .101. The t-value of 6.465 and a significance level (p-value) of less than .001 (.000) suggest that strategic technology orientation has a statistically significant positive impact on hospital performance. Strategic customer focus shows an unstandardized coefficient of .515 with a standard error of .166, and a standardized coefficient of .477. With a t-value of 3.102 and a p-value of .002, this variable also significantly predict hospital performance, indicating a substantial positive impact when other variables are held constant. Strategic human resource practices with hospital performance (B=.507, t = 3.812, p< .001), suggesting a positive contribution to performance when accounting for the influence of other variables. Strategic technology orientation emerged as a critical factor, highlighting the importance of adopting advanced technologies and fostering a culture of continuous learning and innovation within hospital operations. Strategic customer focus was identified as another pivotal driver, underscoring the need for hospitals to prioritize patient-centered approaches that value patient satisfaction, engagement, and personalized care. The role of strategic human resource practices in influencing hospital performance cannot be overstated. Furthermore, strategic quality planning was shown to play a vital role in improving hospital performance. For hospital administrators, the practical implementation of advanced technology stands out as a cornerstone for improving operational efficiency and patient care. On the policy front, recommendations include the development and enforcement of comprehensive quality standards for hospitals. For hospital administrators, the practical implementation of advanced technology stands out as a cornerstone for improving operational efficiency and patient care. By incorporating electronic health records, telemedicine, and digital health solutions, hospitals can offer more accessible, efficient, and effective healthcare services. Additionally, adopting a patient-centered approach is vital.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Majority of organizations including healthcare organizations today are faced with a series of business problems. These problems have been attributed to increased difficulty on satisfying demanding and progressive users, hence there is need for change in the internal operations, capacity of physicians and continuous improvement of services, to ensure seamless delivery of patient's needs. Strategies must change from physician-centered organization to organizational driven care process and obtaining the best outcomes through maximizing the value of the patients (Speziale, 2015). In various parts of the world, diverse tools have been designed to assess hospital performance (Guisset, *et al.*, 2019).

The strategic orientation of the hospitals has been spurred by great pressure of mergers and closures. Personal leadership, individual initiatives, weak external pressure and diversity in quality management have been the main driver of strategic orientation (Guisset, *et al.*, 2019). The drivers of strategic management are intricately connected to value drivers and specific strategies, with the aim of optimizing hospital performance. Similar to managers in other organizations, hospital managers have the ability to utilize organizational operations and performance feedback in order to make necessary adjustments within the hospital setting (Wadongo, *et al.*, 2020). Hospitals currently are operating in an extremely competitive environment with increased pressure to reduce costs and improve. Under these situations, strategic management drivers are important in the hospital, to organize service delivery (Speziale, 2015).

Globally, in the US for instance, health systems have not been efficient, and costs varied widely across various geographical regions. The efficiency of the hospital system has been questioned and compared with international standards. Tremendous pressure has been placed on the various hospitals in the country to pursue performance improvements through strategic management initiatives, in the highly competitive environment (Wu, 2014). Strategies have been developed to strengthen various hospitals operations in the US. These strategies have been aimed at enhancing operational efficiency, containing costs and protecting market share. Developed strategies have led to strong need to satisfy different patient preferences and market power (Lindrooth, 2018).

Since 2015, hospitals in Mexico have exhibited subpar performance. These facilities have implemented employee retrenchment strategies in order to mitigate operational costs (Bowman & Ambrosini, 2017). In Canada, various territories and provinces are endowed with health strategies and strategic frameworks focusing on sophistication of delivery of healthcare and varying levels of details. Further, the Canadian government has developed strategies to manage and oversight federal health insurance. Generally, Canada has more than 700 hospitals each having its own strategies and these strategies guide objectives and missions of the respective hospitals (Carson, 2015).

In Europe strategic management drivers have become one of the most important aspects of improving the sustainable performance of healthcare systems in the continent. This can be seen through monitoring uncertainty, dynamics and complexity of the health systems and thus resulting in strategic thinking in the long run (Huebner & Flessa, 2022). In the UK despite the fact that there is no consensus on how healthcare strategies should be effectively deployed, it has been determined that strategic performance management system was weak in aligning employees and organizational units, adapting strategic elements, testing, monitoring and learning (Zhang, *et al.*, 2012).

In Saudi Arabia, strategic changes such as changing management dynamics have been put in place to improve healthcare system of the country with the aim of promoting physical and mental wellbeing of the citizens. The utilization of strategic management drivers has played a crucial role in enhancing the overall performance of the healthcare industry. The strategic management practices implemented within the healthcare sector of the country have been primarily oriented towards addressing the many challenges encountered within the sector. Strategic management in the country has been essential in providing continuous development through deployment of changes such as utilization of the information technology (Jimenez & Jacob, 2020). The implementation of strategic management has been aimed at improving performance of Saudi health sector, which is rated at a “C” behind Kuwait and majority of European countries (Alomran, 2019).

Regionally, Africa as a continent host 24% of the global disease burden due to low health system capacity. Various strategies have been developed in the continent, to bolster healthcare infrastructure and domestic capacity of medical services (Signe, 2021). Countries like South Africa

and Kenya, still have a major problem especially relating to healthcare equipment's, this has been culminated with lack of technical expertise on technological requirements and healthcare needs, thus making it difficult to meet strategic objectives of the healthcare sector (Kachieng'a & Ogara, 2014). In Nigeria, strategic change initiatives (technology, involvement and communication) have been put in place to improve enterprise competitiveness of healthcare sector (Okocha & Onuoha, 2018).

Locally, in Kenya, private hospitals have diversified their operations across East African region. This has contributed to the sporadic improvement of these hospitals. Different strategic, organizational and technical approaches have been used for these organizations to remain competitive. Managers of these hospitals have come up with strategic initiatives and planned systems, for them to enhance efficiency and create competitive advantages for the facilities (Lagrosen, 2013). Despite these private hospitals in the country still operate in an unsteady environment which is characterized by social reforms, political anxieties, competition from new entrants, technological advancement and globalization (Nderitu, 2016).

1.1.1 Hospitals Performance

The concept of organizational performance is characterized by its complexity and dynamic nature, and scholars have classified it into two separate viewpoints: performance outcomes and performance determinants (Olsen, 2018). Organizational performance refers to the overall productivity of a corporation, which encompasses several elements such stock turnover, customer base, profitability, and market share. The importance of discerning the elements that contribute to sustainable performance has been amplified as a result of heightened competitiveness in the global economy. The endeavor to understand these forces is no longer limited exclusively to concrete elements but has expanded to include intangible factors as well. The assessment of performance can be carried out by employing a blend of quantitative and qualitative approaches. The current research utilized a blend of financial variables, including profitability, and non-financial indicators, such as corporate image, service quality, market share, as well as employees' and customers' turnover, as delineated by Richard et al. (2019). Richard et al. (2019) propose that non-financial metrics exhibit more efficacy in evaluating performance within the service industry when contrasted with financial indicators. In the context of healthcare facilities, the assessment of performance involves the application of several metrics and indicators to evaluate the quality of

care, patient outcomes, operational efficiency, and the overall effectiveness of healthcare services (Baird, et al., 2019).

Wadongo et al. (2020) suggest that a comprehensive assessment of a company's performance should extend beyond financial measurements and incorporate operational and market factors. Galetic et al. (2017) assert that non-financial indicators have been acknowledged as more effective in motivating management performance, as they exhibit a stronger alignment with the overall corporate strategy. The healthcare industry can be categorized as a sector that provides services, with goods that are fundamentally integrated, hence requiring the utilization of various measuring methodologies (Enz, 2018). Hospitals bear the responsibility of not only offering services and products, but also of augmenting patient pleasure by delivering care of superior quality, consequently contributing to the enhancement of financial profits (Ramsaran-Powdar, 2017). Previous studies conducted within the healthcare industry have indicated that patient satisfaction holds considerable influence over a hospital's competitive advantage and overall performance (Kerin et al., 2019).

In this study, care coverage, patient satisfaction and length of stay will be used to measure hospital performance. These measures are important because they provide valuable information about the quality of care that a hospital provides for its patients. They help to ensure that hospitals deliver high-quality care, meeting patient needs, and using resources efficiently. By tracking these measures over time, hospitals can identify areas for improvement and work to continuously improve the care they provide for their patients.

1.1.2 Strategic Management Drivers

Strategic management drivers are initiatives that make strategic decisions effective and contribute to organizational performance and competitiveness (Jenster & Soilen, 2013). These prospects and drivers include strategic technology orientation, strategic customer focus, strategic human resource practices and strategic quality planning. The drivers are crucial factors that significantly influence the overall performance of an organization and hold a pivotal role in the successful execution of established strategies. Generally, strategic management process entails control, evaluation and monitoring, implementation of the strategy, developing a strategy, situation analysis, setting objectives and developing strategic vision and mission (Chuang, 2015; Ketchen & Short, 2016).

The survival and competitiveness of private hospitals depends on their ability to conceptualize and improve strategic analysis and tools which will involve intersecting strategies with the aim of improving overall organizational performance and management practice (Rumelt, *et al.*, 2016). Strategic management provides integrated processes in which strategic analysis, emanating from organizational vision and mission can be reached through continuity and growth can be achieved through competitive advantage (Al-haj Mohammad, 2021). In measuring the success of these strategies Balance Scorecard has been recognized as an important tool, since it takes into account the interests of various stakeholders (Fattah & Syaripudin, 2016).

In this study strategic management drivers will be conceptualized into four parameters, which are strategic technology orientation, strategic customer focus, strategic human resource practices and strategic quality planning. Strategic technology orientation is a culture-based orientation in which the firm creates technological behavior which is expected to create a competitive advantage for the firm (Halaca, 2015). In this study strategic technology orientation was operationalized into learning capabilities, technology capabilities and management capabilities. Strategic patient focus can be defined as how hospitals run their customer service operations to enable it to provide better service experiences and improve customer loyalty (Ndiba, 2018). Strategic patient focus will also operationalized into patient value, satisfaction and segmentation. Thirdly, strategic human resource practices encompass a range of actions and methodologies employed to effectively manage the workforce inside an organization. These practices encompass several aspects such as labor relations, training and development, performance evaluation, remuneration, orientation, recruiting, selection, placement, and job security (Tanjil et al., 2017). The operationalization of this variable will involve the implementation of strategic training and development, remuneration, and recruitment strategies. Finally, Strategic quality planning refers to a methodical approach that seeks to enhance and ensure quality at the highest level of a private hospital, with the objective of aligning it with operational strategy (Evans & Lindsay, 2019). Strategic quality planning will be operationalized into strategic patient relations practice, strategic quality performance measurement, and strategic top management support practice

There is a need for private hospitals in Mombasa to execute and create strategies in order to grow, survive and attain effective organizational performance. Strategic management drivers depend on the employees and managers in transforming organizational culture. These drivers such as strategic

technology orientation, strategic customer focus, strategic human resource practices and strategic quality planning are very critical on the everyday decision-making of private hospitals, during turbulence times for proper functioning and survival of these organizations (Nwachukwu *et al.*, 2018). Arguably, strategy implementation drivers give better organizational performance to an organization, as a consequence private stand to benefit significantly in terms general performance, good organization and efficacy if strategies are executed in the right way (Ramadan, 2015; Kumar, 2015 & Wanjiru, 2016).

1.1.3 Private Hospitals in Mombasa

The health function plays a crucial role in the overall well-being and economic development of any nation. The effectiveness of health sector service delivery is heavily influenced by the manner in which it is managed and operated. The healthcare system in the country is structured in a hierarchical manner to facilitate the referral of increasingly complex cases. According to Nderitu (2016), the existing holes in the system are addressed by private and church-run organizations. The makeup of healthcare facilities includes many types such as clinics, medical centers, community hospitals, nursing homes, district hospitals, sub-district hospitals, provincial hospitals, national hospitals, and private hospitals. Kenya possesses a comprehensive network of privately-owned healthcare facilities, ranging from small local clinics to large, prestigious tertiary hospitals specializing in emergency medical services. Private healthcare facilities can offer significant advantages, characterized by modern health infrastructure and highly skilled medical professionals.

The private hospitals in Mombasa are mostly driven by financial considerations to support social initiatives. The private sector possesses considerable magnitude and holds substantial potential in many regions of the nation to enhance public health. Efforts are made to ensure the selection of appropriate medical practitioners who can administer the necessary treatment. The private sector exerts significant market dominance, controlling about 70% of the physician workforce. This domination has implications for patient access, since individuals without the financial means to cover private prices may encounter barriers in obtaining necessary medical care. The majority of hospitals are located in metropolitan regions, with a significant concentration of hospitals in Mombasa (Njuguna, 2021).

In Mombasa County there are four level five private hospitals, Kenya, which include Mombasa

Hospital, Pandya Memorial Hospital, Premier Hospital, and Aga Khan Hospital. While level four hospitals include: Sayyida Fatima, AAR hospital, Jocham Hospital and Bomu Hospital. The hospitals offer a range of quality services and have adopted strategic practices to enhance their performance. The hospitals need to enhance service delivery to their customers, improve on the turnaround times, technological requirements, and planning needs for them to thrive in the competitive market. (Gachie 2021).

1.2 Statement of the Problem

The predominant proportion of privately-owned establishments in Mombasa County is medical clinics. The quantity of established community units currently stands at a mere 42, significantly falling short of the recommended threshold of 210. The public facilities care coverage per 10,000 individuals is 70%, while the private facilities care coverage is 226%. This statement suggests the necessity of a 30% increase in coverage, as well as the implementation of regulations on private facilities to ensure equitable access and high-quality services (Department of Health Services, 2018), this implies that private hospitals are not highly involved in addressing health needs of the local community. Healthcare quality for private hospitals in the county has been a sharp focus and hence the growth rate has declined to 5.2% in 2018, 3.5% in 2019, 2.3% in 2020 and 1.7% in 2021 (MoMS, 2022). Further, private hospitals in Mombasa have been characterized with prolonged hospital stay, leading to huge hospitals bills accruals for the patient. This has led to patient dissatisfaction (AMREF, 2021).

Despite the problems facing the private hospitals in achieving effective performance few studies or no studies have been on these organizations, especially in Mombasa County, relating to strategy implementation drivers and strategic performance. In their study, Ileri and Deya (2019) examined the performance of automobile companies and the factors that influenced it, specifically focusing on the drivers of strategic plan implementation. The researchers employed a descriptive research approach and utilized structured questionnaires to gather data from a sample of 85 firms, which were selected randomly. The study conducted by Muthoka et al. (2017) aimed to examine the mediating role of strategy implementation in the relationship between the performance of a Kenya-owned tourism state company and strategic management drivers. The study employed a cross-sectional and descriptive research approach, which included participants in various managerial positions such as assistant managers, managers, CEOs, and chairpersons. Muiga and Namusonge (2020) did a study that investigated the performance of tier three commercial banks in Kenya with

regards to strategic management drivers. The research employed a descriptive methodology and concentrated on a sample of 22 commercial banks classified as three. The assessed papers reveal the existence of conceptual, contextual, and methodological research deficiencies. Therefore, this study aims to fill these gaps by investigating the following research question: What is the impact of strategic technology orientation, strategic customer focus, strategic human resource practices, and strategic quality planning on the performance of private hospitals in Mombasa County?

1.3 Objectives of the Study

The objective of this research was broken down into general and specific objectives.

1.3.1 General Objective

The general purpose of the study was to determine the effect of strategic management drivers on the performance of level 4 and 5 private hospitals in Mombasa County, Kenya.

1.3.2 Specific Objectives

- i. To determine the effect of strategic technology orientation on the performance of level 4 and 5 private hospitals in Mombasa County, Kenya.
- ii. To examine the effect of strategic customer focus on the performance of level 4 and 5 private hospitals in Mombasa County, Kenya.
- iii. To establish the effect strategic human resource practices on the performance of level 4 and 5 private hospitals in Mombasa County, Kenya.
- iv. To determine the effect of strategic quality planning on the performance of level 4 and 5 private hospitals in Mombasa County, Kenya.

1.4 Research Questions

- i. What is the effect of strategic technology orientation on the performance of level 4 and 5 private hospitals in Mombasa County, Kenya?
- ii. What is the effect of strategic customer focus on the performance of level 4 and 5 private hospitals in Mombasa County, Kenya?
- iii. What is the effect of strategic human resource practices on the performance of level 4 and 5 private hospitals in Mombasa County, Kenya?
- iv. What is the effect of strategic quality planning on the performance of level 4 and 5 private hospitals in Mombasa County, Kenya?

1.5 Significance of the Study

This study holds importance and is deemed crucial for private hospital management, policy makers, scholars, and researchers. The research will yield significant insights into hospitals and other healthcare organizations regarding the significance of strategic management factors in augmenting performance. The study will have notable implications for policy makers in the health sector, including government officials, regulatory authorities, professional organizations, and advocacy groups. These stakeholders can utilize the research findings to enhance the management and regulatory policies of hospitals. The study holds significant potential for the managers in private hospitals, as it will provide them with insights into the effect of strategic management drivers on the performance of private hospitals. Consequently, this knowledge can facilitate the adoption of more effective management practices. The outcomes of this research have the potential to be of great significance to academics and researchers, as they can enhance the understanding and insights into the effect of strategic management factors on the performance of level four private hospitals in Mombasa, Kenya.

1.6 Scope of the Study

The primary objective of this study was to examine the effect of strategic management drivers on the operational performance of level four and five private hospitals located in Mombasa, Kenya. In order to accomplish this objective, the present study examined the effect of Strategic Technology orientation, Strategic Customer focus, Strategic Human Resource Management Practices, Strategic Quality Planning, and Strategic Leadership Practices on the performance of level 4 Private Hospitals located in Mombasa, Kenya. The focus of this study was on the personnel employed in the finance and planning departments of privately-owned hospitals at levels 4 and 5 within Mombasa County. The research design for this study was cross-sectional, meaning that data was collected at a single moment in time. Hence, the duration of this study was estimated to be around three months, between October and December 2023, encompassing the processes of data collecting and analysis.

1.7 Limitations of the Study

The study encountered limitations related to subjective measurement of performance of the organization since some respondents might not be confident to answer the research questions on strategic management drivers and firm's performance, which may not have been a true reflection

of actual performance. Some respondents were hesitant to share information because they might be afraid of the consequences; this information could be crucial or categorized as strategic to the study. The study assured the respondents of the utmost confidentiality of the information given.

1.8 Organization of the Study

The research project has five chapters. Chapter one of this study provided an overview of the background, problem statement, study objectives, research questions, significance, scope, and limits. Chapter two comprised of a comprehensive examination of both theoretical and empirical literature. This section provided a concise overview of the prior studies conducted and identify any gaps that remain unaddressed by past research and the existing conceptual framework. The subsequent chapter encompassed an examination of the research design, the intended population for study, the chosen instrument and data collection techniques, a pilot study, an assessment of the instrument's validity and reliability, an analysis of the gathered data, and an exploration of ethical considerations. Chapter four reported on the response rate and characteristics of the research respondents to establish the quality of the collected information. Descriptive and inferential analyses were presented, along with interpretations of the results. Chapter five summarized the research results, compared them with other relevant studies, and provided conclusions based on the study goals. The author also presented recommendations based on the findings and proposed areas for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter encompassed the theoretical review, empirical review aligned with the study objectives, an overview of the existing literature, and identification of the research gap. The chapter also presented a conceptual framework that elucidates the interconnectedness of the variables under investigation.

2.2 Theoretical Review

To underpin the study findings, this study used survival-based theory, customer relationship management theory, expectancy theory and Deming's theory of quality management.

2.2.1 Survival Based Theory

Survival based theory also referred to as the survival of the fittest theory, was brought forward by various researchers including Schumpeter (1934), Harrod (1939) and Marshall (1949), but was originally brought forward by Herbert Spencer. These researchers introduced the concept of natural selection and evolutionary thinking into business economics, where they synthesized Darwin's theory to the idea of Social Darwinism. The idea places significant emphasis on the concept that adherence to the principles of nature results in the triumph of the most superior and adaptable competitors, ultimately leading to the enhancement of the broader social collective (Miesing & Preble, 2015; Abdullah, 2020).

Social Darwinism argued that it is customary for competitors to engage in hedonistic behaviors in order to generate the most capable commercial entity, which would then endure and thrive by effectively adjusting to its surroundings or by being the most proficient and economically productive entity. Therefore, under this notion, the acceptance of brutal commercial rivalry and unprincipled politics is justified. However, over the latter half of the 20th century, a counter perspective to Social Darwinism known as Neo Darwinism gradually gained prominence (Alchian, 2020). The notion of Neo-Darwinism, in contrast to Social Darwinism, places significant emphasis on social solidarity as a basic aspect of evolution. According to this perspective, there exists an assumption that competition and cooperation are intrinsically linked, whereby competition serves as a catalyst for fostering greater levels of cooperation within the economic realm. Social Darwinism and Neo-Darwinism are widely acknowledged as two prominent hypotheses within the

field of evolution, constituting a significant part of the mainstream discourse (Depew & Weber, 2015).

This study employed the theory to examine the hospital's ability to sustain its performance in terms of patient satisfaction, duration of stay, and care coverage. This hypothesis posits that hospitals must consistently adapt to their competitive environment in order to ensure their survival. Organizational culture, policies and objectives have to be in tandem with the environment. These are some of the strategic technological orientation tactics that hospitals can apply. Hence, strategic technological orientation tactics that are well seasoned are critical for the hospitals' survival in the market, inadequate research and development in the marketplace can harm the hospitals' performance. Technological orientation has to be done in consultation with the environment through research so as to meet the patients' needs otherwise, they could cause patients' flight, thus a firm's technological orientation strategy can develop or deter a firm's competitive advantage.

2.2.2 Customer Relationship Management Theory

The theory was first proposed by Bergeron in 1997. The core tenet of this theoretical framework pertaining to customer relationship management revolves around the strategic assessment of a company's ability to effectively handle customer interactions, hence leading to enhanced customer relations. Simultaneously, it is imperative to assess the mechanisms via which consumer needs information is transmitted to the business, enabling the identification of future customer expectations and subsequent client retention (Kotler & Keller, 2009). According to Gifford (2017), the idea posits that consumers are vital to the sustenance of any organization, regardless of its scale, such as a multinational corporation with extensive personnel and substantial revenue, or a small business operated by an individual with a limited number of loyal patrons.

The hypothesis is based on three primary assumptions. The fundamental concept underlying client Relationship Management (CRM) posits that the future actions of a client can be predicted or influenced by their past behavior. Put differently, individuals exhibited the same behaviors as they did on previous occasions, specifically, yesterday and one month prior. This assumption exhibits a combination of accuracy and inaccuracy. Additionally, it is crucial to protect the integrity of client demographic and behavioral data. Making the appropriate judgment necessitates accurate facts and knowledge. Finally, it can be posited that the fundamental premise underlying Customer Relationship Management (CRM) is the notion that customers consistently seek personalized offerings and services. However, it should be noted that this assumption may not always hold true,

as there may be instances where a corporation is unable to provide all of the necessary products and services (Gray & Byun, 2016).

In their work on the application of the theory to enhancing customer quality focus practices, Prahalad and Ramaswamy (2014) correctly suggested that consumers' interests extend beyond mere brand acquisition, as they desire to be regarded as partners in the business relationship. The process commences by ascertaining the specific needs of clients and subsequently aligning those needs with appropriate goods or services. The firm should strive to provide a certain degree of "evolvability" in its offerings, allowing for future improvements to the product based on client requirements, lifestyle, and usage patterns. This theory supports strategic customer focus by providing insights on customer predictability and satisfaction of present and future dynamic needs.

2.2.3 Expectancy Theory

Expectancy theory, proposed by Professor Victor Vroom in 1964, posits that enhancing employee performance can be achieved by reducing staff turnover. The theoretical framework is grounded in three overarching concepts. The initial concept under consideration is the valence concept, which posits that factors such as reduced employee turnover, enhanced rewards, and more creativity have the potential to bolster employees' performance. The second notion under consideration is expectation, which posits that the satisfaction of customers, leading to enhanced productivity and job satisfaction among employees, would ultimately result in heightened motivation and improved performance among employees. The final idea under consideration is instrumentality, which posits that employees are incentivized by rewards for their productivity and innovation. It suggests that job happiness and employee performance are contingent upon improved turnover rates. In brief, an individual's level of motivation in the workplace is influenced by three key factors: valence, anticipation, and instrumentality.

Nyberg (2020) provided support for this theory and emphasized that when employees are exposed to favorable human resource (HR) conditions, it can lead to reduced employee turnover, increased individual productivity, and ultimately foster employee innovation. These factors contribute to job satisfaction, which in turn influences employee performance. In their study, Gorges and Kandler (2012) investigated the extent to which expectancy-value theory may be applied to the motivation for learning among adults. In their study, Kominis and Emmanuel (2017) examined the correlation between managerial views of components within the performance measurement, evaluation, and

reward system, has an impact on motivation. An enhanced iteration of the conventional expectancy–valence model was established in order to comprehend the motivational process specifically inside the middle management level.

The aforementioned theory elucidates the reasons for the varying levels of employee commitment to the organization and the correlation between increased salary and awards and enhanced performance (Minbaeva et al., 2014). In the context of this research, this theory can be applied to ascertain whether human resource management (HRM) strategies can serve as effective motivators for employees, hence enhancing job satisfaction and overall organizational performance. The application of expectancy theory holds potential benefits for human resource managers in level 4 and 5 hospitals, as it enables them to effectively address the skill and capability requirements of employees, establish instrumentalities that lead to desirable rewards such as compensation, and implement reward systems that are highly valued by the workforce thus leading to strategic human resource practices.

2.2.4 Deming’s Theory of Total Quality Management

The Theory of Total Quality Management, initially defined and advocated by Deming in 1982, represents a significant and noteworthy addition to the realm of quality management. Deming is widely recognized as the pioneer of the quality management movement. His theories are based on the core concept that continuous improvement may effectively enhance quality and simultaneously reduce costs. Deming (1982) posits that it is imperative to view the manufacturing process as a unified system rather than a series of disconnected processes. By embracing a comprehensive viewpoint, it becomes more feasible to identify potential avenues for improving efficiency inside the system. Deming also asserted that the incorporation of tolerance limits had a detrimental effect on the overall quality of products. Tolerance limits pertain to the allowable range of deviation from the target objective that is considered permissible by management. According to Deming, the establishment of tolerance limits presents a barrier to achieving quality, as it creates a scenario in which management lacks motivation to make any adjustments to the manufacturing process as long as an adequate number of products meet the prescribed tolerance limits.

Deming's Theory of Total Quality Management is based on a collection of fourteen management principles, the system of profound knowledge, and the Shewart Cycle, commonly referred to as Plan-Do-Check-Act (Bowen, 2013). Quality can be conceptualized as the resultant product of the

combined labor endeavors in relation to the entire financial outlays. When a firm places emphasis on cost reduction, it frequently faces the obstacle of escalating expenses and diminishing quality. Deming's framework of profound knowledge comprises four fundamental components, namely, psychology knowledge, knowledge theory, variation knowledge, and system appreciation. System appreciation involves understanding the operations and mechanisms of an organization's processes and systems. The concept of Variation Knowledge encompasses the comprehension of the occurrence of variation and the fundamental factors that contribute to it. The field of Knowledge Theory is concerned with the understanding of the limitations of knowledge and the nature of knowable phenomena. Psychological knowledge encompasses the comprehension of human nature and its impact on the dynamics inside organizations. The examination of quality can be begun by acquiring a comprehension of the diverse types of knowledge that are associated with a company. The utilization of knowledge plays a crucial role in the improvement of processes, ultimately leading to the attainment of high-quality outcomes. Deming's concept of comprehensive quality management contains a series of fourteen principles, one of which involves the formation of constancy of purpose. Embrace the innovative philosophical stance. It is recommended to discontinue the dependence on elaborate inspection procedures. It is not recommended to award company contracts based on pricing considerations. The primary goal is to continuously improve both production and service. Utilize cutting-edge on-the-job training methodologies. Employ cutting-edge methodologies in the execution of leadership strategies. Mitigate or eradicate fear within the organization. The aim of this study is to critically examine and deconstruct the various obstacles that are present inside organizational departments. It is recommended to exclude employment objectives that are exclusively focused on quantity. Advocate for the removal of quotas and standards. This essay aims to advocate for the recognition and value of diligent workmanship. Ensuring thorough training and education for all individuals is of utmost importance. It is crucial to guarantee that the highest levels of management demonstrate alignment with the thirteen principles (Goetsch & Davis, 2013).

This theory can be utilized in this research since it holds substantial value as it provides insight into several strategic quality planning methods that organizations can adopt to enhance performance and maintain a competitive edge. This study opted to investigate many quality management methods, including performance assessment (quality performance), customer relations, top management support, employee relations (workforce management), and supplier

relations (relationship). However, the concept has overlooked essential quality initiatives, including the practices related to Customer Relations and Employee Relations. Certain principles among the fourteen delineated in Deming's concept of total quality management are seen as antiquated. In essence, the theory proposes that senior management should actively support and enable the many efforts pursued by the organization in order to improve quality. The theory utilized in this study holds substantial value as it provides a clear understanding of the need for quality performance monitoring and top management support, which are essential elements of the practices being examined.

2.2.5 Balanced Scorecard Framework

The Balanced Scorecard (BSC) framework is a strategic management tool that offers a comprehensive assessment of an organization's performance by integrating multiple viewpoints, including learning/growth, internal processes, financial, and customer. The concept was initially developed by Robert S. Kaplan and David P. Norton during the early 1990s. The primary objective of the BSC is to assist businesses in effectively aligning their operational activities with their overarching strategic vision, while also facilitating the monitoring and evaluation of performance in relation to the attainment of predetermined objectives. The BSC seeks to achieve equilibrium between these many views, so guaranteeing that advancements in one domain do not have adverse effects on others. According to Mio et al. (2022), there exists a causal connection wherein advancements in learning and development foster more effective internal procedures, subsequently resulting in heightened customer satisfaction and higher financial outcomes.

Additionally, BSC facilitates the process of converting an organization's strategy into concrete objectives and metrics for each perspective. These objectives are interconnected with strategic initiatives and programs, facilitating organizations in monitoring the advancement towards their strategic goals. According to Fatima et al. (2020), the utilization of the BSC for ongoing performance assessment and analysis allows organizations to successfully align their actions with their strategic objectives, facilitate clear communication of the strategy throughout the whole organization, and continually enhance their operational processes in order to attain sustained success.

The balanced scorecard model is a theoretical framework that can effectively support the assessment and evaluation of hospital performance. The balanced scorecard is a strategic

management instrument that offers a thorough assessment of an organization's performance from various viewpoints, effectively aligning strategy with organizational objectives and metrics. When implemented within a hospital environment, it provides a comprehensive methodology for assessing and enhancing performance in multiple critical domains. Within the realm of healthcare, it is feasible to create a customized iteration of the Balanced Scorecard framework that is attuned to the distinct objectives, obstacles, and focal points of a certain hospital or healthcare system. This approach facilitates the promotion of ongoing enhancement and the effective allocation of hospital resources and endeavors towards attaining comprehensive and successful performance in the provision of healthcare services.

2.3 Empirical Literature Review

This section brings out past studies related to strategic technology orientation, strategic customer focus, strategic human resource practices and strategic quality planning practices in relation to organizational performance.

2.3.1 Strategic Technology Orientation and Performance

Kiiru et al. (2022) conducted a recent study that investigated the operational efficiency of small and medium-sized animal feed production enterprises in Kenya, with a particular emphasis on their technological orientation. The research study utilized a cross-sectional research design, integrating qualitative and quantitative approaches. The research utilized a census methodology to collect data, including a sample size of 65 directors and 65 managers who participated as respondents in the study. The research findings suggest a significant and positive correlation between technological orientation and the success of small and medium-sized animal feed producing enterprises in Kenya. The study posits that cultivating a culture of continuous learning among managers and entrepreneurs within these businesses will yield advantageous outcomes. Furthermore, it is imperative that individuals exhibit technical proficiencies that can effectively enhance overall performance. The study revealed a research gap within its contextual framework, as it focused solely on small and medium-sized animal feed production companies situated in Kiambu county.

The study conducted by Osore et al. (2020) investigated the influence of technical orientation on the performance of Islamic and conventional banking in Kenya. A survey was conducted on a sample of 43 commercial banks, employing structured questionnaires as the principal instrument

for data gathering. The empirical evidence suggests that the technical orientation of both Islamic and conventional banking sectors had a significant influence on their success. The paper posits that in order to penetrate the untapped market, Kenyan banks should consider adopting and integrating technological advancements. The research conducted has found a significant gap in contextual research, as it is limited to a singular industry, specifically the banking sector.

The study conducted by Tariq et al. (2019) investigated the moderating effect of technology orientation on the relationship between organizational learning capability, process innovation, product innovation, and the performance of small and medium-sized firms (SMEs) in Malaysia. This study conducted a thorough analysis of the available empirical and theoretical literature with the aim of constructing a conceptual framework. The research discovered that the degree of emphasis placed on technology inside an organization has a moderating influence on the connection between the company's ability to learn, its capacity for process innovation, its capacity for product innovation, and the success of SMEs. The study posited that the use of research and development (R&D) techniques would facilitate the organization in fostering a strong technical orientation. The study has found a methodological research gap as it was unable to establish substantial effects between the variables.

An investigation was carried out by Anser and Yousaf (2020) to explore the association between technology orientation and firm performance, with a particular emphasis on the influence of innovativeness. The research methodology followed in this study was a quantitative technique, which involved the use of research questionnaires. The research results suggest that the degree to which a company prioritizes technology is a noteworthy indicator of its ability to innovate and achieve favorable outcomes. Moreover, it has been discovered that the effect of technology orientation on business performance is mediated by the presence of financial innovation. The findings of the study indicate that software businesses might benefit from placing a higher emphasis on technology orientation and innovation as a means to improve their overall organizational performance. The study demonstrated a methodological research gap since it did not utilize a longitudinal research approach to attain a thorough understanding.

2.3.2 Strategic Customer Focus and Performance

In their study, Kavulya et al. (2018) conducted an analysis on the performance of Kenyan Savings and Credit Cooperative Organizations (SACCOs) with respect to the implementation of a customer focus strategy. The study employed a mixed research approach, incorporating both descriptive and cross-sectional survey methodologies. The research focused on 181 deposits made by SACCOs in the country. The unit of analysis for this study was the CEOs and business development managers of these SACCOs. The research revealed that the performance of SACCOs in the country was notably enhanced by the implementation of a customer-focused strategy. The study suggests that in order to establish client confidence, it is imperative for these SACCOs to prioritize the provision of high-quality services to their customers. The study has identified a research shortage within various sectors, including the banking and insurance industry, in terms of contextual analysis.

In a study conducted by Kangethe (2015), on the effect of customer quality focus on the operational performance of government-owned enterprises in Kenya was examined. The study employed descriptive research design and focused on 34 commercial government institutions inside the country. The research findings indicated that the emphasis on customer quality had a significant impact on operational performance. This was achieved by enhancing the provision of high-quality services, fostering positive attitudes among employees, and facilitating the development of core skills inside the company. The study proposed the implementation of customer service training as a means to enhance the efficacy of customer quality focus. The research conducted in this study has identified a conceptual gap in understanding the perspective of management towards the provision of customer service.

The study conducted by Nyanchama and Murigi (2019) examined the effect of customer focus tactics on the performance of Cooperative Bank of Kenya. The research was conducted using closed-end questionnaires administered to a sample of 65 bank employees. The research revealed that the bank's performance was notably enhanced through the implementation of customer-centric methods. The study suggests that in order to maintain performance, it is imperative for the bank to actively pursue continuous improvement by using customer-focused methods. The study has identified a methodological research gap due to its reliance on a limited sample size, hence limiting its ability to inform policy decisions.

Setiyaji et al. (2022) conducted a case study on an ICT company situated in Indonesia, examining the significance of customer focus in relation to organizational success. The research employed a quantitative research design in which a sample of 150 consumers from the ICT company in the country completed structured questions online. The research conducted revealed that the degree of emphasis placed on customer focus has a significant impact on several organizational outcomes, including but not limited to customer satisfaction and production performance. The report suggests that managers within the ICT industry should prioritize the enhancement of customer happiness. The research conducted in this study identified a gap in both contextual and methodological aspects. This gap arose due to the study's exclusive emphasis on an ICT firm in Indonesia, as well as the omission of moderating and control variables.

2.3.3 Strategic Human Resource Practices and Performance

In a study undertaken by Kwizera (2018), an examination was carried out on the performance of employees at USIU in relation to strategic human resource management (HRM) practices. The research strategy employed in this study was descriptive in nature. The target population consisted of 172 employees from the institution, from whom a sample size of 52 employees was selected. The research discovered that several factors, such as monetary incentives, managerial disposition, and organizational culture, exert an influence on the performance of employees. The study suggests that it would be beneficial for the institution to offer bonuses and salaries that serve as incentives for enhancing staff performance. The research conducted in this study has identified a contextual vacuum in the existing literature, as it mostly concentrates on a single institution within the education sector.

In a study undertaken by Nyambu (2018), an examination was carried out on the performance of employees in institutions of higher learning, specifically focusing on the relationship between their performance and strategic HRM practices. The research focused on a total of 622 individuals who were employed by the institution. From this population, a sample of 156 employees was selected for the study. The primary method employed for data collecting was the utilization of structured questionnaires. The research findings indicate that the implementation of employee incentives, such as remuneration and reward systems, does not yield a substantial enhancement in employees' value. The study suggests that it is advisable for the firm to incorporate strategic compensation and reward systems into its organizational policy in order to enhance employee performance and

motivation. The study identified a conceptual research vacuum as solely concentrated on strategic remuneration, strategic training and development, and strategic recruitment techniques.

In their study, Sayadi and Nemati (2018) examined the influence of strategic human resource management on organizational performance and HRM effectiveness within the social security organization of Shiraz City. The research employed both causal and descriptive survey methodologies, with a specific focus on a sample of 350 employees. Ultimately, a subset of 300 people was selected for analysis. The study revealed that the implementation of strategic HRM has a significant impact on the effectiveness of performance and human resource management. The study suggests that the implementation of a strategic planning process for HRM should occur at a minimum interval of three years. The study identified a conceptual research gap as it was found that the combination of strategy management and the role of an appropriate position could only account for 84.2% of organizational performance and HRM effectiveness.

In their study conducted in 2022, Nafari and Rezael examined the correlation between human resource strategies and organizational performance, as measured by the balance scorecard, at public hospitals located in Iran. The study focused on a sample size of 200 clinical and administrative staff members, who were asked to complete self-reported questionnaires. The research revealed a substantial and favorable correlation between human resource tactics, including recruitment techniques, staff remuneration and reward plan, and staff training and development, and organizational performance. The study suggests that in order to enhance hospital performance, it is imperative for management to take into account human resources methods. The study identified a research gap in terms of methodology due to the limited scope of the sample size.

2.3.4 Strategic Quality Planning and Performance

The research conducted by Rureri (2018) investigated the effects of strategic quality management techniques on the overall performance of the steel manufacturing industry in Kenya. The research approach adopted in this study was cross-sectional, incorporating both qualitative and quantitative research methodologies to collect data from samples of 46 steel manufacturing businesses nationwide. The study unveiled that the success of a firm is impacted by a range of strategic strategies, encompassing employee interactions, supplier relations, quality performance measurement, top management, and customer relations. Furthermore, it was shown that

organizational learning played a moderating role in these strategic approaches. The report proposes that policy makers in the steel sector should establish quality standards that are based on supplier relationships. The study indicated a conceptual research gap as it focused on a restricted range of quality management solutions.

Wambua and Mulyungi (2019) conducted a case study on MTN Rwanda, with the objective of examining the organizational performance of telecommunication companies in the country in relation to strategic quality management approaches. The research utilized a descriptive study design to examine the subject matter, employing a sample size of 150 employees that were picked from various strata. The findings of the study indicate that many elements, including customer focus, continuous improvement, top management commitment, and adherence to ISO 9000 processes, have a significant impact on organizational success. The study proposes that incorporating continuous improvement within the organizational culture of companies is recommended as a means to improve service delivery. The study has found a conceptual research gap as it failed to comprehensively address all aspects of quality management.

Ukpere et al. (2014) conducted a study that aimed to investigate the influence of good strategic planning on the achievement of organizational performance, specifically focusing on listed companies in South Africa. The research utilized a descriptive quantitative methodology, in which 100 questionnaires were given to the participating companies over email. The empirical evidence suggests that the incorporation of strategic quality planning methodologies significantly impacts the overall achievement of a company and the efficient execution of its strategic initiatives. According to the study, it is recommended that organizations should embrace strategic quality planning methodologies as a means to attain success and liberate themselves from inefficient business practices. The study has discovered a research gap in methodology due to its reliance on a small sample size, thus leading to equivocal findings.

Bilal and Naeem (2014) conducted an empirical study to examine the correlation between strategic quality planning and patient satisfaction in the private healthcare industry of Pakistan. The research utilized a convenience sampling methodology, wherein a sample of 200 participants was selected from the twin towns of Islamabad and Rawalpindi. The findings of the study demonstrated a statistically significant and positive association between patient satisfaction and the adoption of strategic quality planning. The research proposes that private hospitals should formulate and

implement strategic quality planning plans. The research has found a gap in the existing literature within a specific geographical context, specifically the twin cities of Pakistan.

2.4 Summary of Literature and Knowledge Gap

Several studies have been conducted to explore various aspects within specific industries and sectors. Kiiru and colleagues (2022) delved into the realm of animal feed manufacturing enterprises, focusing on small and medium-sized businesses exclusively in Kiambu county, creating a contextual research gap by narrowing down the scope. Similarly, Osore et al. (2020) concentrated their research efforts within the banking sector, leaving a contextual research gap specific to this industry. Tariq and team (2019) encountered a methodological research gap as they failed to establish the vital effects between variables in their study. On a similar note, Anser and Yousaf (2020) faced a methodological research gap by not utilizing a longitudinal research design, which could have provided a deeper understanding of the subject matter.

Shifting to a different perspective, Kavulya et al. (2018) contributed to contextual research by focusing on sectors like banking and insurance, opening a contextual research gap in other areas. Kangethe's study (2015) brought to light a conceptual research gap by concentrating on the management's viewpoint regarding customer service provision. In a different vein, Nyanchama and Murigi (2019) identified a methodological research gap due to their reliance on a small sample size, limiting the informativeness and policy implications of the study.

Setiyaji et al. (2022) highlighted both contextual and methodological research gaps in their study. They zoomed in on an ICT company in Indonesia and overlooked the inclusion of moderating and control variables, showcasing gaps in both contextual and methodological dimensions. Kwizera (2018), on the other hand, homed in on a single organization within the education sector, generating a contextual research gap.

Nyambu's work (2018) primarily focused on specific strategic HR practices, indicating a conceptual research gap in terms of the broader strategic HR landscape. Similarly, Sayadi and Nemati (2018) encountered a conceptual research gap as their study could explain only 84.2% of organizational performance and HRM effectiveness within their chosen framework. Nafari and Rezael (2022) faced a methodological research gap due to their study's reliance on a small-scale sample size, impacting the comprehensiveness of their findings. Rureri (2018) highlighted a conceptual research gap by focusing on a limited set of quality management practices, presenting

an opportunity for further exploration. Likewise, Wambua and Mulyungi (2019) identified a conceptual research gap by not encompassing all dimensions of quality management, warranting a more comprehensive approach.

Furthermore, Ukpere and team (2014) faced a methodological research gap due to their reliance on a small sample size, potentially impacting the definitive nature of their results. Lastly, Bilal and Naeem (2014) delved into a contextual research gap by confining their study to the twin cities of Pakistan, thereby limiting the generalizability of their findings beyond that specific geographical context.

Table 2. 1: Knowledge Gaps Matrix

Variable	Authors(year)	Title of the study	Findings	Knowledge Gaps
Strategic Technology Orientation	Kiiru, <i>et al.</i> , (2022)	Performance of small and medium animal feed manufacturing enterprises in Kenya and technology orientation.	Technology orientation significantly and positively affects performance small and medium animal feed manufacturing enterprises in Kenya	Created a contextual research gap since it only focused on small and medium animal feed manufacturing enterprises in Kiambu county
Strategic Technology Orientation	Osore, <i>et al.</i> , (2020)	How performance of Islamic and conventional banking was influenced by technological orientation in Kenya	Performance of Islamic and conventional banking was significantly influenced by technological orientation.	Created a contextual research gap since it only focused on one sector, which is banking.
Strategic Technology Orientation	Tariq, <i>et al.</i> , (2019)	Moderating effect of technology orientation on the relationship between organizational learning capability, process innovation, produce innovation and SMEs performance in Malaysia	Technology orientation has a moderating effect on the relationship between organizational learning capability, process innovation, produce innovation and SMEs performance	Created a methodological research gap since it failed to establish the vital effects between the variables.
Strategic Technology Orientation	Anser & Yousaf (2020)	Relationship between technology orientation and firm performance through innovativeness	Technology orientation predicts firm's innovativeness and firm performance and financial innovation mediates the relationship between technology orientation and firm performance	Created a methodological research gap since it failed to use longitudinal research design with the aim of establishing in-depth understanding.
Strategic Customer Focus	Kavulya, <i>et al.</i> , (2018)	Performance of Kenyan SACCOs in relation to customer focus strategy	SACCOs performance in the country was significantly and positively affected by customer focus strategy	Created a contextual research gap in other sectors such as the

Variable	Authors(year)	Title of the study	Findings	Knowledge Gaps
				banking and insurance sector.
Strategic Customer Focus	Kangethe (2015)	How operational performance of Kenyan government owned entities was affected by customer quality focus	Operational performance was affected by customer quality focus, through improved quality services, increased employees' attitude and enabled organizational core competencies	A conceptual research gap has been identified in the area of management's perspective on customer service offering.
Strategic Customer Focus	Nyanchama & Murigi (2019)	How performance of Cooperative Bank of Kenya was affected by customer focus strategies.	Performance of the bank was significantly and positively affected by customer focus strategies.	The utilization of a small sample size in the methodology of this research has resulted in the emergence of a methodological research gap. Consequently, the findings of this study are limited in their ability to effectively inform policy decisions.
Strategic Customer Focus	Setiyaji, <i>et al.</i> , (2022)	Case study on the ICT company based in Indonesia, where the importance of customer focus for organizational performance	Customer focus influences organizational outcomes such as customer satisfaction and production performance	The study exhibited a research gap in terms of its contextual and methodological scope, since it solely concentrated on an ICT company in Indonesia. Furthermore, it neglected to incorporate moderating and control variables into its analysis.

Variable	Authors(year)	Title of the study	Findings	Knowledge Gaps
Strategic Human Resource Practices	Kwizera (2018)	A case study on USIU, where employee's performance in relation to strategic HRM practices was studied.	Financial rewards, managers attitude and organizational culture affects employees' performance	The research conducted in this study has identified a contextual research gap as it primarily focuses on a single organization within the education sector.
Strategic Human Resource Practices	Nyambu (2018)	A case study on USIU, where employee's performance in institutions of higher learning in relation to strategic HRM practices was studied	Employees' incentives such as compensation and reward system do not significantly improve employees' value	The research conducted had a limited scope, since it solely concentrated on strategic remuneration, strategic training and development, and strategic recruitment procedures, so resulting in a conceptual research vacuum.
Strategic Human Resource Practices	Sayadi & Nemati (2018)	What an organizational performance and HRM effectiveness was impacted with strategic human resource management in social security organization of Shiraz City.	Effectiveness of performance and human resource management was impacted with strategic HRM.	A conceptual research vacuum has been identified in the context of strategy management and its role in organizational performance and HRM effectiveness, as the existing literature only accounts for 84.2% of the variance in these outcomes.

Variable	Authors(year)	Title of the study	Findings	Knowledge Gaps
Strategic Human Resource Practices	Nafari & Rezael (2022)	A cross-sectional study on the relationship between organizational performance based on the balance scorecard in public hospitals in Iran and human resource strategies	Human resource strategies (recruitment strategies, staff compensation and reward strategy and staff training and development) and organizational performance was significant and positively related.	The utilization of a small-scale sample size has resulted in the emergence of a methodological research gap.
Strategic Quality Planning	Rureri (2018)	What an organizational performance of the steel manufacturing sector in Kenya was affected by strategic quality management practices.	Strategic employee relations practices, strategic supplier relations practices, strategic quality performance measurement practices, strategic top management practices and strategic customer relations affects organizational performance, and they were moderated with organizational learning.	The research study has identified a conceptual gap in the existing literature due to its limited focus on a small number of quality management strategies.
Strategic Quality Planning	Wambua & Mulyungi (2019)	Case study MTN Rwanda, where how organizational performance of telecommunication companies in the country was examined in relation to strategic quality management practices.	Customer focus, continuous improvement, top management commitment and ISO 9000 practices significantly affects organizational performance	Created a conceptual research gap since it did not focus on all the dimensions of quality management. The research study exhibited a conceptual research gap as it failed to address all the various variables encompassed within the realm of quality management.t.

Variable	Authors(year)	Title of the study	Findings	Knowledge Gaps
Strategic Quality Planning	Ukpere, <i>et al</i> (2014)	How organizational success was affected by the role of quality strategic planning among listed companies in South Africa	Strategic quality planning practices significantly impacts overall organizational success and strategy implementation	The utilization of a small sample size in the methodology of this research has resulted in the emergence of a methodological research gap, hence rendering the obtained results inconclusive.
Strategic Quality Planning	Bilal & Naeem (2014)	How strategic quality planning impacts patient satisfaction based on the empirical evidence from private health care sector of Pakistan	There exists a positive and significant relationship between patient satisfaction and strategic quality planning	The research conducted was constrained to the twin cities of Pakistan, hence establishing a contextual research gap.

Source: Researcher (2023)

2.5 Conceptual Framework

According to Bryman and Bell (2015), a conceptual framework refers to a graphical depiction that organizes the variables included in a research investigation into categories such as dependent, independent, and moderating factors. It served to visually demonstrate the interconnections among these variables. The goal of this study was to analyze the relationship between hospital performance and many independent elements, namely strategic technology orientation, strategic customer focus, strategic human resource practices, and strategic quality planning. The variables underwent further operationalization in order to generate sub-variables.

Independent Variables

Dependent Variable

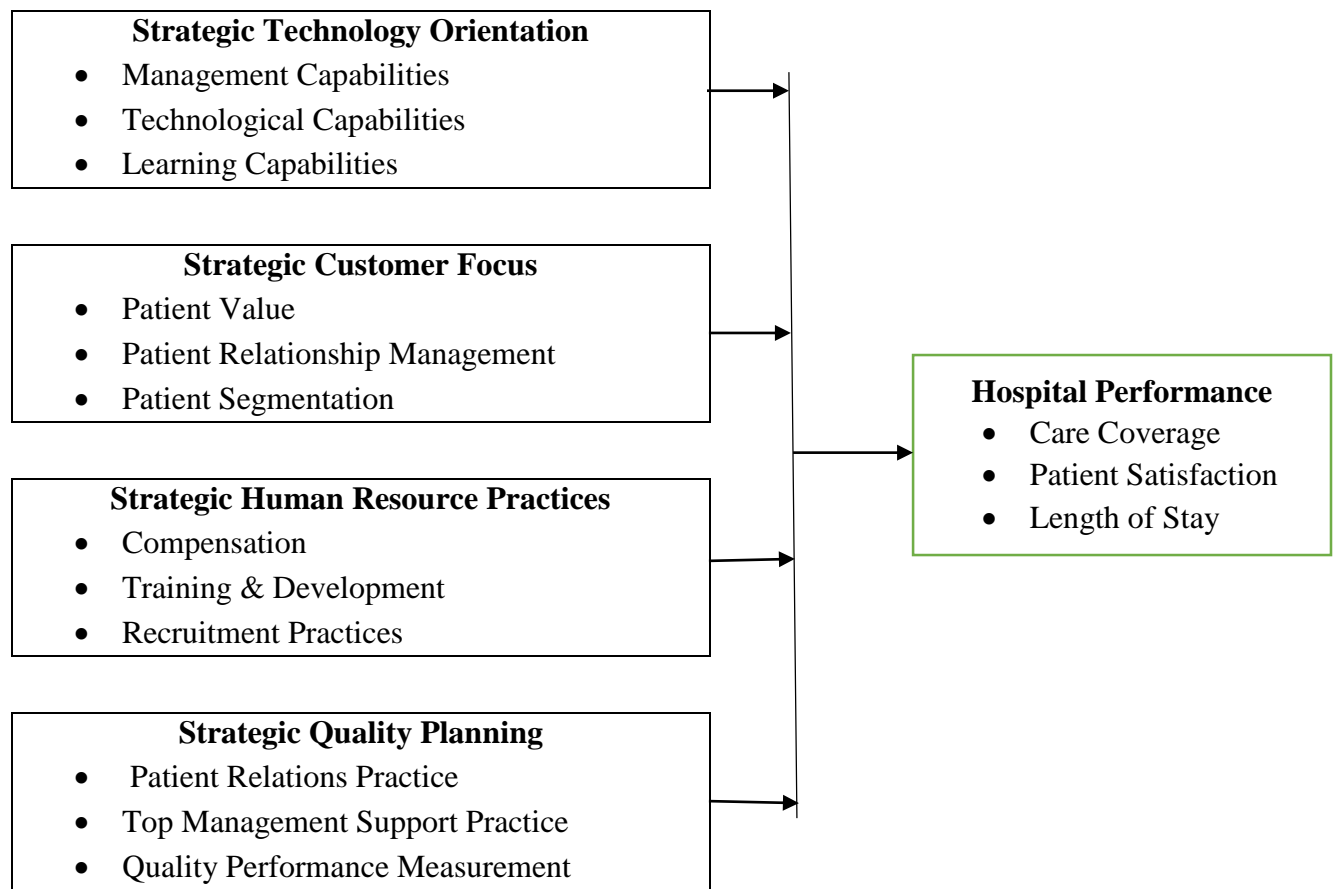


Figure 2.1: Conceptual Framework

Source: Author (2024)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section presents a comprehensive summary of the research approach, target population, and research tools utilized in the study. Furthermore, this section presents comprehensive details about diagnostic, validity, and reliability measures, along with an in-depth discussion of the data collection technique, data processing, and presentation. The chapter finishes by providing a comprehensive analysis of the ethical considerations that were carefully considered during the duration of the research.

3.2 Research Design

The research design employed in this study was a cross-sectional in nature. The cross-sectional survey design, as described by Kothari and Gaurav (2014), entails the examination of a phenomenon at a certain moment in time, providing a snapshot of the subject matter. Data was gathered at a specific moment in time as a result of time constraints and restricted resources. According to Fowler (2014), the design is advantageous when there is a need to establish a correlation or connection between two or more variables under research. The design was favoured due to the study's objective of investigating the correlation between strategic management drivers and organizational performance.

3.3 Target Population

The term target population pertains to a distinct cohort of individuals or objects that are pertinent to the investigation at hand (Mugenda & Mugenda, 2013). The target for this study will be eight level five and four private hospitals: Mombasa Hospital, Premier Hospital, Pandya Hospital, Aga Khan Hospital, Jocham Hospital, Sayyida Fatima Hospital, Avenue Healthcare Hospital and AAR Hospital. In this study, these hospitals were used as the unit of observation, while employees in the top and middle cadre of management were used as the unit of analysis. Since employees in these cadres of management have adequate knowledge on the relationship between strategic management drivers and performance of the hospital, since they are continuously involved in the strategic operations of the hospital. These employees formed a total of 261 employees as per the human resources of the respective hospital.

Table 3.1: Target Population

Hospital	Population	Percentage %
Mombasa Hospital	37	14.2
Premier Hospital	26	10.0
Pandya Hospital	41	15.7
Aga Khan Hospital	34	13.0
Jocham Hospital	29	11.1
Sayyida Fatima Hospital	28	10.7
Avenue Healthcare Hospital	39	14.9
AAR Hospital	27	10.3
Total	261	100.0

Source: Human Resource Departments of the Respective Hospital (2023)

3.4 Sample Size and Sampling Technique

The concept of "sample size" refers to a certain subset or fraction of the entire population (Cooper & Schindler, 2014). The determination of the sample size in this study will be based on the Yamane formula (1967) owing to its direct and empirical nature. The study utilized a basic random sampling technique to identify personnel who were involved in the process of data gathering. As stated by Orodho (2015), the simple random sampling technique is employed to select a subset of the population, ensuring that each member of the population has an equal likelihood of being selected. This methodology was employed due to its simplicity and reliance on basic random sampling. Additionally, stratified random sampling will be employed. The implementation of these methodologies served to mitigate the influence of confounding variables and uphold the integrity of internal validity.

The formula can be expressed as follows:

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

Where n is the sample size, N is the population size and e is the sampling error (5%),

Hence:

$$n = \frac{261}{1+261(0.05^2)}$$

$$n = 157.94$$

157.94 rounded off to the nearest persons were 158 employees. Therefore, the sample size for this study will be 158 employees.

The 158 sampling units were distributed to the conveniently identified population using the proportional systematic stratified sampling technique using the formula:

$$n_i = \left(\frac{N_i}{N}\right)n$$

Where, n_i is the sample for i^{th} stratum, N_i population size for i^{th} stratum, N is the population and n is the sample size

This proportionate stratified random sampling method was appropriate for this kind of study because it provided a quantitative description of effect of strategic management drivers on the organizational performance in each hospital. Employees in the middle and top level of management were used as the unit of analysis, since they were involved in the implementation of strategies. The unit of observation was private hospitals in the county.

Table 3.2: Sample Size

Hospital	Population	Sample Size $\left(\left(\frac{N_i}{N}\right)n\right)$
Mombasa Hospital	37	22
Premier Hospital	26	16
Pandya Hospital	41	25
Aga Khan Hospital	34	21
Jocham Hospital	29	18
Sayyida Fatima Hospital	28	17
Avenue Healthcare Hospital	39	24
AAR Hospital	27	16
Total	261	158

Source: Researcher (2023)

3.5 Data Collection Instrument

The acquisition of data pertaining to independent variables from personnel in high-ranking and mid-level management was carried out by employing structured questionnaires. The survey employed in this research was adapted from the instruments utilized by Lee et al. (2010) and Mostafa et al. (2015) in their individual investigations on the factors influencing strategic management and the impact on hospital performance. To facilitate the assessment and examination of outcomes, the survey utilized a series of closed-ended inquiries employing the Likert scale, which encompasses a range of values from 1 to 5, to evaluate all variables under scrutiny. The preference for employing a questionnaire stems from its cost-effectiveness, ability to ensure

confidentiality, facilitation of standardized questioning, allowance for respondents to carefully consider their answers, and user-friendly nature. The survey was structured into three main categories: demographic data, factors influencing strategic management, and hospital performance. Data was collected from persons who hold various managerial roles, as they were essential in both the implementation of strategic objectives and the daily operational activities. The researcher planned to employ the drop and pick strategy for the dissemination of printed questionnaires to the human resource managers of hospitals located within the county. This methodology enabled managers to conveniently fill the questionnaires at their discretion.

3.6 Pilot Study

In order to establish the credibility of the study findings, it is important to conduct both reliability and validity tests. Reliability and validity assessments were implemented across multiple levels. The subsequent sections provide an overview of the tests that was undertaken. According to Mugenda and Mugenda (2013), it was recommended that a pilot study be undertaken using a sample size ranging from 1% to 10% of the total sample size. Therefore, this project aimed to carry out a pilot study on a sample of 16 employees from level five hospitals in Nairobi County, which represents 10% of the total sample size. In order to assess the validity and reliability of the research instrument, a random selection of staff members were chosen for testing purposes. Pre-testing is a valuable method for identifying any deficiencies in the research instruments, detecting potential ambiguity and vagueness within the constructs, and evaluating the questionnaire's efficacy in effectively addressing the study objectives.

3.6.1 Validity of the Research Instruments

According to Drost (2011), an effective data collection tool should accurately assess the specific construct it is designed to measure. When assessing the behaviors of individuals, it is imperative for the researcher to ensure that the acquired data accurately captures the intended constructs. Modifications were implemented on the instrument before to the commencement of the real study, thereby augmenting the face validity of the questionnaire. Content validity was established by engaging in conversations with literature specialists. The determination of construct validity was conducted through the utilization of the KMO and Bartlett Test. Acceptance criteria for construct validity involved a threshold value of 0.5 for the KMO test, while for the Bartlett's Sphericity test, chi-square significance values below 0.05 was considered acceptable.

3.6.2 Reliability of the Research Instruments

The examination of the research instrument's reliability was conducted by means of a pilot study and an evaluation of the internal consistency among the variables under investigation. According to Mugenda and Mugenda (2013), the replication and uniformity of measurements yield consistent outcomes across several samples. The assessment of internal consistency was conducted through the utilization of Cronbach Alpha. A minimum alpha value of 0.7 was deemed acceptable for each individual component.

3.7 Data Collection Procedure

The data collection procedures involved getting authorization from the coordinator of faculty of graduate school Kenyatta University and authority from NACOSTI in order for the researcher to proceed with data collection. The human resource managers of the private hospitals were contacted and briefed on the purpose of the study. The respondents were allowed to sign a consent form before copies of the questionnaires are distributed to them.

3.8 Data Analysis and Presentation

The collected questionnaires were processed of data cleansing and coding prior to their entry into the Statistical Package for Social Sciences (SPSS) version 26. This improved the later analysis and display of the collected data. The study employed regression analysis as a methodology to examine the relationship between strategic management drivers and hospital performance. Prior to doing the regression analysis, it was important to execute normality tests on the data.

The study employed multiple regression analysis to examine the effect of strategic management drivers on the hospital performance. The acquired data was analysed employing descriptive statistics, specifically focusing on measures of central tendency and percentages, as recommended by Orodho and Kombo (2014). The subsequent regression model was utilized to analyze the correlations between strategic management drivers and hospital performance.

$$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \varepsilon$$

Where: Y = Hospital Performance, β_0 = Constant, β_1 to β_4 = Coefficient of Independent Variables, X_1 = Strategic Technology Orientation, X_2 = Strategic Customer Focus, X_3 = Strategic Human Resource Practices, X_4 = Strategic Quality Practices ε = error term (5%)

3.9 Ethical Consideration

The research study offered aimed to investigate the effect of strategic management drivers on the performance of Level 4 and 5 private hospitals in Mombasa County, Kenya. This study contains several noteworthy ethical considerations. First and foremost, it was necessary to get informed approval from the hospitals involved in the study. Prior to initiating the investigation, a thorough disclosure of the study's aim, methodologies, as well as the foreseeable hazards and advantages, were furnished to the medical facilities. The participants possessed a thorough comprehension of their prerogative to terminate their involvement in the study at any given point, hence ensuring the voluntary nature of their participation. The maintenance of confidentiality and anonymity were crucial in protecting the privacy of the healthcare facilities participating in the research. The preservation of confidentiality for any data obtained or shared over the course of the study was rigorously maintained. In order to safeguard the confidentiality of particular hospitals, all identifiable information were carefully removed or anonymized. The dissemination of findings were consolidated data, hence protecting the confidentiality of individual hospital data.

In order to safeguard the integrity and credibility of the study, it was imperative for researchers to adhere to the standards of scientific integrity. This entailed the utilization of transparent and rigorous research methodologies in order to mitigate bias and enhance the dependability of the results. The study duly acknowledged and addressed any shortcomings or potential biases in its design or methodology in order to uphold the integrity of the research. The practice of openly revealing potential conflicts of interest was of utmost importance. The researchers openly disclosed any personal or professional conflicts that potentially impacted the impartiality or outcomes of the study. By adopting this approach, the research maintained its integrity and ensured that any potential bias or manipulation that could undermine the credibility of the results was mitigated.

The study has prioritized the well-being of the participating hospitals and the larger community. It is imperative for researchers to endeavour towards the production of knowledge that might yield advantages for hospitals and facilitate enhancements in strategic management procedures. The researchers took measures to ensure that the study did not inflict any harm upon the hospitals or yield any adverse outcomes. The importance of adhering to cultural sensitivities was very crucial in the execution of the study. The researcher has demonstrated a comprehensive understanding of

and exhibit appropriate regard for the indigenous practices, societal norms, and cultural values prevalent within the participating hospitals and the surrounding community. The research design, methodologies for data collection, and the analysis and interpretation of results have been conducted in a manner that is culturally sensitive and respectful, with the aim of minimizing the risk of misinterpretation or inadvertent harmful consequences. The researcher sought the requisite clearances from pertinent ethics committees or institutional review boards. The study has been conducted with utmost honesty, ensuring strict adherence to established ethical rules and standards. The responsible utilization and dissemination of the research findings has been guaranteed. Any ethical problems that developed throughout the course of the study were promptly acknowledged and effectively handled in order to uphold and preserve the ethical integrity of the research.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION, AND DISCUSSION

4.1 Introduction

This chapter addressed response rate, pilot study results (reliability and validity of the research instruments), demographic information, descriptive statistics on the study variables (human resource strategies, customer service strategies, information and communication strategies, marketing strategies and organizational performance), correlation and finally regression analysis (coefficient of determination, ANOVA and regression coefficient).

4.2 Response Rate

Based on the sample size, the researcher distributed 158 questionnaires to the top and middle cadre employees of the eight level four and five employees, out of these distributed questionnaires 119 questionnaires were returned, this represented a response rate of 75.3% of the sample size. A response rate of above 70% is considered excellent based on the arguments by Mugenda and Mugenda (2013). Conversely, 39 questionnaires were not returned, accounting for the remaining 24.7% of the total. This data highlights a relatively high level of participation among the respondents, indicating a significant engagement with the survey process.

Table 4.1: Response Rate

Response	Frequency	Valid Percent
Returned Questionnaires	119	75.3%
Unreturned Questionnaires	39	24.7%
Total	158	100.0

4.3 Pilot Study Results

To establish validity and reliability of the research instrument to ensure credibility of the study findings.

4.3.1 Validity of the Research Instrument

The validity of the research instrument was assessed using the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity.

Table 4. 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.741
Bartlett's Test of Sphericity	Approx. Chi-Square	1315.203
	Df	435
	Sig.	.000

The KMO Measure of Sampling Adequacy was .741, indicating a middling to high level of adequacy for factor analysis, as values above .6 are generally considered acceptable, with values closer to 1 indicating stronger adequacy (Kaiser, 1974). Bartlett's Test of Sphericity yielded an approximate chi-square value of 1315.203 with 435 degrees of freedom, which was significant at the .000 level. This significance indicates that the correlation matrix is not an identity matrix and is suitable for factor analysis, suggesting that strategic technology orientation, strategic customer focus, strategic human resource practices, strategic quality planning, and hospital performance are related and the data is appropriate for structure detection (Bartlett, 1954). These results collectively suggest that the research instrument is valid for factor analysis, providing a solid foundation for the extraction of factors or components within the data.

4.3.2 Reliability of the Research Instrument

To determine the reliability of the research instrument, internal measure of consistency Cronbach Alpha was used, where an alpha of above 0.7 was considered reliable.

Table 4. 3: Cronbach Alpha

Study Variables	Number of Items	Alpha
Strategic Technology Orientation	6	.803
Strategic Customer Focus	6	.783
Strategic Human Resource Practices	6	.791
Strategic Quality Planning	6	.856
Hospital Performance	6	.795
Overall Alpha	30	.807

As presented in Table 4.2, the study variables exhibited the following alpha values: strategic technology orientation (.803), strategic customer focus (.783), strategic human resource practices (.791), strategic quality planning (.856), and hospital performance (.795). These values indicate high levels of internal consistency for each variable, as all surpass the .7 reliability threshold. The Overall Alpha for the combined 30 items across all variables was .807, further underscoring the instrument's robust reliability. Such consistency is essential for ensuring the reliability of the measures used in the study, supporting the validity of the conclusions drawn from the data. This high degree of reliability across the various dimensions of the study indicates a well-constructed instrument that consistently measures the constructs it is intended to measure (Cronbach, 1951)

4.4 Demographic Information

The survey also sought to determine distribution of the study participants in terms of their demographic information (gender, level of education, age bracket, work experience, job category, and employment type).

4.4.1 Gender of the Respondents

First on the demographic information, the researcher sought to determine the distribution of the employees of the level four and five hospitals in Mombasa County.

Table 4. 4: Gender of the Respondents

Gender	Frequency	Valid Percent
Male	87	73.1
Female	32	26.9
Total	119	100.0

According to the data presented in Table 4.4, a notable majority of the respondents were male, with 87 out of the 119 respondents, translating to 73.1% of the total sample. In contrast, female respondents accounted for 32 of the total representing 26.9%. This distribution underscores a significant gender disparity among the employees participating in the study, indicating a predominance of male employees within the surveyed hospitals.

4.4.2 Level of Education

The survey also sought to determine the distribution of the employees of the hospitals in terms of their level of education.

Table 4. 5: Level of Education

Level of Education	Frequency	Valid Percent
Diploma Level	29	24.3
Bachelor's Degree	64	53.8
Post-Diploma	9	7.5
Masters' Degree or Higher	17	14.3
Total	119	100.0

According to the information provided in Table 4.5, the largest segment of respondents, constituting 53.8% or 64 individuals, held a Bachelor's degree. This was followed by those with a Diploma level education, who made up 24.3% (29 respondents). A smaller proportion of the participants, 14.3% (17 individuals), reported having attained a Master's degree or higher. Meanwhile, 9 respondents, representing 7.5% of the sample, had completed a Post-Diploma education. These figures highlight a diverse educational landscape among the hospital employees, with a significant tilt towards higher educational qualifications, particularly Bachelor's degrees.

4.4.3 Age Bracket

The survey also sought to determine the distribution of the employees in terms of their age bracket.

Table 4. 6: Age Bracket

Age Bracket	Frequency	Valid Percent
Less than 30 years	25	21.0
Between 30 to 40 years	59	49.6
Between 41 to 50 years	31	26.1
Above 50 years	4	3.4
Total	119	100.0

Based on the data provided in Table 4.6, the most populous age bracket among respondents is between 30 to 40 years, comprising 49.6% (59) of the participants. This indicates that nearly half of the employees surveyed fall within this age range, suggesting a workforce with a significant portion of individuals in their prime working years. The next largest group, those between 41 to 50 years, represents 26.1% (31) of the respondents, followed by those under 30 years, who make up 21% (25) of the sample. Employees above the age of 50 constitute the smallest group, accounting for only 3.4% or 4 of the respondents. This distribution highlights a predominantly younger workforce, with a majority of the employees aged below 50 years.

4.4.4 Job Category

The researcher also sought to determine the distribution of the employees in terms of their job category.

Table 4. 7: Job Category

Job Category	Frequency	Valid Percent
Administrative	20	16.8
Financial	11	9.2
Medical	43	36.1
Nursing	39	32.8
Other	6	5.0
Total	119	100.0

As outlined in Table 4.7, it was revealed that the largest group of respondents works in Medical roles, with 36.1% of the total (43 individuals). This is closely followed by those in Nursing positions, who constitute 32.8% (39) of the respondents, highlighting the critical role of clinical staff in the hospital workforce. Administrative staff represent 16.8% (20) of the workforce, indicating a substantial portion of employees are engaged in the management and operational aspects of hospital functions. Those in Financial roles account for 9.2% (11) of the respondents, showcasing the importance of financial management in healthcare settings. Lastly, the category labeled as Other, which may include a variety of non-clinical or support roles, comprises 5.0% (6) of the respondents. This distribution underscores the diversity of job roles necessary for the effective operation of healthcare institutions, with a significant emphasis on clinical and patient care roles.

4.4.5 Employment Type

Finally on the demographic information, the respondents were asked to indicate their employment as indicated in Table 4.8.

Table 4. 8: Employment Type

Employment Type	Frequency	Valid Percent
Permanent	77	64.7
Contract	30	25.2
Temporary	12	10.1
Total	119	100.0

The data presented in Table 4.8 illustrates the breakdown of employment types among the participants. The majority of respondents, 64.7% or 77 individuals, indicated that they were employed on a permanent basis, highlighting a substantial portion of the workforce with stable, long-term employment arrangements. Contract employees accounted for 25.2% or 30 of the respondents, suggesting a significant reliance on contract-based employment for a quarter of the workforce. Temporary employees comprised the smallest group, with 12 respondents or 10.1% of the total, indicating a relatively smaller segment of the workforce engaged on a temporary basis. This distribution reflects the varied nature of employment arrangements within the hospitals, with a predominant preference for permanent employment positions.

4.5 Descriptive Statistics

This section entails descriptive statistics such as percentages and frequency on each of the statement of the study variables, based on the extent of agreement, using 5-point Likert scale

4.5.1 Strategic Technology Orientation

The respondents were asked to indicate their extent of agreement on the various statements on strategic technology orientation, using 5-point Likert scale

Table 4. 9: Strategic Technology Orientation

	SD	D	N	A	SA	Mean	STD
Management capabilities create technological capability of the organization	0.8%	4.2%	21.0%	55.5%	18.5%	3.66	.827
Management capabilities provides an integrated approach to the hospital management	1.7%	0.8%	9.2%	48.7%	39.5%	3.31	1.061
Technological capabilities allow the hospital to grow and develop	2.5%	0.8%	15.1%	47.1%	33.6%	4.19	.821
Technological capabilities allow the hospital to have a technological strength and to have a competitive advantage	2.5%	5.0%	12.6%	50.4%	29.4%	3.97	1.031
Learning capabilities determines the extent in which the hospital can embrace strategic management	3.4%	10.1%	31.9%	30.3%	24.4%	4.19	.859
Leadership commitment determines learning capabilities of the hospital	15.1%	21.0%	37.0%	14.3%	12.6%	4.09	.963

The findings are presented in Table 4.9, the first statement, "Management capabilities create the technological capability of the organization," received positive responses, with 55.5% of respondents agreeing and 18.5% strongly agreeing. The mean score was 3.66, with a standard deviation of 0.827, indicating a generally positive perception of this statement. For the second statement, "Management capabilities provide an integrated approach to hospital management," 48.7% of respondents agreed, while 39.5% strongly agreed. The mean score was 3.31, with a higher standard deviation of 1.061, suggesting a broader range of responses, though most were favourable. The third statement, "Technological capabilities allow the hospital to grow and develop," was well received, with 47.1% of respondents agreeing and 33.6% strongly agreeing. The mean score was 4.19, with a standard deviation of 0.821, indicating a strong agreement. The fourth statement, "Technological capabilities allow the hospital to have a technological strength and a competitive advantage," had a mean score of 3.97 and a standard deviation of 1.031. Here, 50.4% of respondents agreed and 29.4% strongly agreed, showing a positive consensus. For the fifth statement, "Learning capabilities determine the extent to which the hospital can embrace strategic management," the responses were more varied, with a mean score of 4.19 and a standard

deviation of 0.859. Although 30.3% agreed and 24.4% strongly agreed, a notable portion of respondents was neutral (31.9%) or disagreed (10.1%). Lastly, the statement "Leadership commitment determines the learning capabilities of the hospital" received mixed responses. The mean score was 4.09, with a standard deviation of 0.963. Only 14.3% of respondents agreed, while 12.6% strongly agreed. A significant portion of respondents strongly disagreed (15.1%) or disagreed (21.0%), indicating varied opinions on this aspect of strategic technology orientation. In summary, respondents generally showed positive agreement towards strategic technology orientation, particularly in the areas of technological capabilities and their effect on hospital growth and competitive advantage. These findings support that of Kiiru et al. (2022) who suggested a significant and positive correlation between technological orientation and the success of small and medium-sized animal feed producing enterprises in Kenya.

4.5.2 Strategic Customer Focus

The respondents were asked to indicate their extent of agreement on the various statements on strategic customer focus, using 5-point Likert scale.

Table 4. 10: Strategic Customer Focus

	SD	D	N	A	SA	Mean	STD
Patients are constantly looking for hospitals that deliver values	0.0%	4.2%	10.1%	51.3%	34.5%	3.38	1.129
Creating patient value is more important than ever	0.0%	0.8%	19.3%	52.9%	26.9%	3.59	1.173
Patient relationship management has enabled the hospital to be separated from the competition by ensuring high quality of care	2.5%	4.2%	14.3%	42.9%	36.1%	3.41	1.103
Patient relationship management system allows the hospital staffs to reach more patients	1.7%	8.4%	45.4%	26.1%	18.5%	3.81	.998
The hospital carries patient segmentation to ensure that care delivery is tailored to the patients	1.7%	2.5%	27.7%	32.8%	35.3%	3.44	1.268
Patient segmentation allows the hospital to reduce length of stay, improve care coverage and patient satisfaction	1.7%	5.0%	26.1%	40.3%	26.9%	3.44	1.045

The responses, as compiled in Table 4.10, the first statement addressed whether patients are consistently seeking hospitals that offer value. The majority of respondents agreed (51.3%) or strongly agreed (34.5%) with this statement, while a smaller percentage were neutral (10.1%) or disagreed (4.2%). The mean response of 3.38, coupled with a standard deviation of 1.129, indicates a positive consensus, though there is some variation in responses. Next, the respondents were asked to evaluate the importance of creating patient value. A strong majority agreed (52.9%) or strongly agreed (26.9%) that creating patient value is more important than ever. A notable minority were neutral (19.3%) or disagreed (0.8%). The mean response was 3.59 with a standard deviation of 1.173, suggesting broad agreement on this matter. Regarding patient relationship management as a differentiator for hospitals, the majority of respondents agreed (42.9%) or strongly agreed (36.1%) that it enables hospitals to stand out by ensuring high-quality care. Meanwhile, a smaller proportion were neutral (14.3%), disagreed (4.2%), or strongly disagreed (2.5%). The mean response was 3.41 with a standard deviation of 1.103, reflecting a general positive sentiment. When asked whether patient relationship management systems allow hospital staff to reach more

patients, responses were varied. A plurality of respondents agreed (45.4%) or were neutral (26.1%), while smaller proportions strongly agreed (18.5%), disagreed (8.4%), or strongly disagreed (1.7%). The mean response was 3.81 with a standard deviation of 0.998, indicating overall agreement but with a notable degree of neutrality. The statement that hospitals conduct patient segmentation to ensure tailored care delivery received a mixed response, with the majority agreeing (32.8%) or strongly agreeing (35.3%). A smaller number were neutral (27.7%), disagreed (2.5%), or strongly disagreed (1.7%). The mean response of 3.44 and standard deviation of 1.268 show some agreement but also significant variation. Finally, respondents evaluated the benefits of patient segmentation in reducing length of stay, improving care coverage, and increasing patient satisfaction. A majority agreed (40.3%) or strongly agreed (26.9%) with this statement, while a minority were neutral (26.1%), disagreed (5.0%), or strongly disagreed (1.7%). The mean response was 3.44 with a standard deviation of 1.045, reflecting a generally positive consensus with some neutral responses. The survey results highlight a robust agreement among respondents on the critical role of strategic customer focus, especially through delivering value, managing patient relationships, and utilizing patient segmentation, in enhancing the competitive positioning and operational efficiency of hospitals. These insights suggest that healthcare providers are increasingly aware of the importance of focusing on patient-centred strategies to meet the changing demands of healthcare delivery and to improve overall patient satisfaction. These findings support that of Kangethe (2015) who indicated that the emphasis on customer quality focus had a significant impact on operational performance. This was achieved by enhancing the provision of high-quality services, fostering positive attitudes among employees, and facilitating the development of core skills inside the company

4.5.3 Strategic Human Resource Practices

On the strategic human resource practices, the respondents were also asked to indicate the extent in which they agree with the various statements related to the variable.

Table 4. 11: Strategic Human Resource Practices

	SD	D	N	A	SA	Mean	STD
The pay plan of hospitals is contingent upon the external marketplace.	3.4%	3.4%	7.6%	52.1%	33.6%	4.03	.861
The alignment of a compensation plan with the external market has been found to have a positive impact on reducing turnover rates, hence enhancing fairness within an organization.	0.8%	11.8%	15.1%	48.7%	23.5%	4.03	.897
The inclusion of diverse personnel is crucial for maintaining fairness in the process of selecting employees for training and development initiatives.	3.4%	1.7%	19.3%	48.7%	26.9%	3.81	.896
The HR manager takes into consideration the efficacy of both internal and external training programs when making choices pertaining to employee training.	0.8%	1.7%	10.1%	46.2%	41.2%	3.87	.833
The hospital employs advertising as a means of sourcing strategy to attract and retain staff who exhibit a higher likelihood of remaining inside the institution.	1.7%	10.1%	18.5%	45.4%	24.4%	3.59	.946
The hospital employs a range of methodologies to evaluate prospective candidates in order to discover suitable individuals for employment.	0.8%	2.5%	12.6%	35.3%	48.7%	4.03	.967

Table 4.11 indicate that the first statement evaluated whether the pay plan of hospitals is contingent upon the external marketplace. The majority of respondents agreed (52.1%) or strongly agreed (33.6%) with this statement, while a smaller portion were neutral (7.6%), disagreed (3.4%), or strongly disagreed (3.4%). The mean response was 4.03 with a standard deviation of 0.861, indicating broad agreement. Next, respondents were asked if aligning a compensation plan with the external market has a positive impact on reducing turnover rates, thereby enhancing fairness

within the organization. Most respondents agreed (48.7%) or strongly agreed (23.5%) with this statement, while a minority were neutral (15.1%), disagreed (11.8%), or strongly disagreed (0.8%). The mean response was also 4.03, but with a slightly higher standard deviation of 0.897, reflecting a positive consensus with some variation. Respondents then considered whether the inclusion of diverse personnel is crucial for maintaining fairness in the process of selecting employees for training and development initiatives. The majority of respondents agreed (48.7%) or strongly agreed (26.9%) with this statement, while a smaller portion were neutral (19.3%), disagreed (1.7%), or strongly disagreed (3.4%). The mean response was 3.81 with a standard deviation of 0.896, indicating broad agreement with some variation. The next statement examined whether the HR manager considers the efficacy of both internal and external training programs when making decisions about employee training. A strong majority of respondents agreed (46.2%) or strongly agreed (41.2%) with this statement, while a smaller portion were neutral (10.1%), disagreed (1.7%), or strongly disagreed (0.8%). The mean response was 3.87 with a standard deviation of 0.833, indicating strong agreement. The survey then explored whether hospitals employ advertising as a sourcing strategy to attract and retain staff who are more likely to stay with the institution. Responses were varied, with a majority agreeing (45.4%) or strongly agreeing (24.4%) with this statement. Some respondents were neutral (18.5%), disagreed (10.1%), or strongly disagreed (1.7%). The mean response was 3.59 with a standard deviation of 0.946, indicating general agreement but with notable neutrality. Lastly, respondents were asked if the hospital uses a range of methodologies to evaluate prospective candidates in order to find suitable individuals for employment. Most respondents strongly agreed (48.7%) or agreed (35.3%) with this statement, while smaller proportions were neutral (12.6%), disagreed (2.5%), or strongly disagreed (0.8%). The mean response was 4.03 with a standard deviation of 0.967, indicating strong consensus on this practice. In summary, the survey results underscore a significant agreement among respondents on the critical importance of strategic HR practices in aligning compensation with market conditions, fostering diversity and inclusion, carefully selecting training programs, utilizing strategic advertising for recruitment, and employing varied evaluation methodologies. These practices are perceived as essential components in attracting, developing, and retaining high-quality staff within hospitals, thereby enhancing organizational effectiveness and stability. This was in tandem with the findings of Kwizera (2018), who discovered that several factors, such

as monetary incentives, managerial disposition, and organizational culture, exert an influence on the performance of employees.

4.5.4 Strategic Quality Planning

Still on the independent variable, the respondents were also asked to indicate the extent in which they agree with the various statements related to strategic quality planning.

Table 4. 12: Strategic Quality Planning

	SD	D	N	A	SA	Mean	STD
Strategic patient relations practice starts with patient support team	3.4%	10.1%	31.9%	30.3%	24.4%	3.56	1.014
Strong patient relations determine the success of the hospital	2.5%	2.5%	8.4%	36.1%	50.4%	3.50	.950
Strategic top management support practice determines strategic direction of the hospital	0.0%	5.0%	17.6%	52.1%	25.2%	3.81	.896
Strategic top management support practice plays an integral role in change implementation for the hospital success	0.0%	3.4%	21.0%	47.1%	28.6%	4.16	1.110
Strategic quality performance measurement allows the hospitals to solidify their management achievements	3.4%	16.0%	21.0%	30.3%	29.4%	2.63	1.040
Strategic quality performance measurement contributes to the deployment of quality management technologies in the hospital	0.8%	1.7%	17.6%	44.5%	35.3%	3.00	1.295

Based on Table 4.12, the first statement explored was whether strategic patient relations practice starts with the patient support team. A minority of respondents, 3.4%, strongly disagreed, while 10.1% disagreed. A substantial portion, 31.9%, were neutral, whereas 30.3% agreed, and 24.4% strongly agreed. The mean score for this statement was 3.56 (SD = 1.014), indicating a moderate level of agreement among respondents. For the statement "Strong patient relations determine the success of the hospital," there was very little disagreement, with only 2.5% of respondents strongly disagreeing and another 2.5% disagreeing. Neutral responses accounted for 8.4% of respondents, while 36.1% agreed, and a majority of 50.4% strongly agreed. The mean score for this statement

was 3.50 (SD = 0.950), suggesting a strong consensus on the importance of patient relations for hospital success. When considering whether strategic top management support practice determines the strategic direction of the hospital, no respondents strongly disagreed. A small portion, 5.0%, disagreed, while 17.6% were neutral. A majority of respondents, 52.1%, agreed, and 25.2% strongly agreed, resulting in a mean score of 3.81 (SD = 0.896), indicating strong agreement. The next statement, "Strategic top management support practice plays an integral role in change implementation for the hospital success," received no strong disagreement and only 3.4% disagreement. Neutral responses were given by 21.0% of respondents, while 47.1% agreed and 28.6% strongly agreed. The mean score for this statement was 4.16 (SD = 1.110), reflecting a high level of agreement. The statement "Strategic quality performance measurement allows the hospitals to solidify their management achievements" received varied responses. A minority of respondents, 3.4%, strongly disagreed, while 16.0% disagreed. Neutral responses were given by 21.0% of respondents, while 30.3% agreed and 29.4% strongly agreed. The mean score for this statement was 2.63 (SD = 1.040), suggesting a moderate agreement. Finally, the statement "Strategic quality performance measurement contributes to the deployment of quality management technologies in the hospital" saw minimal strong disagreement at 0.8%, while 1.7% disagreed. Neutral responses accounted for 17.6% of respondents, while 44.5% agreed and 35.3% strongly agreed. The mean score for this statement was 3.00 (SD = 1.295), indicating moderate agreement. The survey data reveal a complex landscape of opinions on strategic quality planning in hospitals, highlighting strong support for the pivotal roles of patient relations and top management support. However, there's a notable diversity in views regarding the effectiveness and initiation point of strategic patient relations and the impact of quality performance measurement, suggesting areas for further discussion and investigation within healthcare organizations. The above views are in tandem with that of Rureri (2018) on strategic quality management, who unveiled that the success of a firm is impacted by a range of strategic strategies, encompassing employee interactions, supplier relations, quality performance measurement, top management, and customer relations.

4.5.5 Hospital Performance

On the dependent variable, the respondents were also asked to indicate the extent in which they agree with the various statements on hospital performance.

Table 4. 13: Hospital Performance

	SD	D	N	A	SA	Mean	STD
The hospital has wide care coverage to improve service quality of the patients	3.4%	10.1%	31.9%	30.3%	24.4%	3.85	.887
Hospital care coverage provides numerous benefits to the inpatient and outpatient	10.9%	26.9%	31.9%	24.4%	5.9%	3.87	.832
Patient satisfaction determines medical malpractice claims, patient retention and generally clinical outcomes	10.9%	19.3%	24.4%	26.9%	18.5%	3.88	.875
Patient satisfaction surveys plays an integral role on the strategic plans of the hospital	3.4%	6.7%	33.6%	32.8%	23.5%	3.89	.858
Length of stay determines patient experience in the hospital	0.8%	10.1%	25.2%	35.3%	28.6%	3.90	.886
Patient length of stay determines hospital efficiency over time	6.7%	12.6%	19.3%	35.3%	26.1%	3.95	.859

Regarding the for the statement "The hospital has wide care coverage to improve service quality of the patients," the mean agreement was $M=3.85$, with a standard deviation of $SD=0.89$. A notable portion of respondents, approximately 54.7%, agreed or strongly agreed with this statement. For the statement "Hospital care coverage provides numerous benefits to the inpatient and outpatient," the mean agreement was $M=3.87$, with a standard deviation of $SD=0.83$. Approximately 30.3% of respondents agreed or strongly agreed, while a significant proportion, about 26.9%, disagreed. For the statement "Patient satisfaction determines medical malpractice claims, patient retention, and generally clinical outcomes," the mean agreement was $M=3.88$, with a standard deviation of $SD=0.88$. The largest group of respondents, 26.9%, agreed with this statement, while 19.3% disagreed. For the statement "Patient satisfaction surveys play an integral role in the strategic plans of the hospital," the mean agreement was $M=3.89$, with a standard deviation of $SD=0.86$. A majority of

respondents, 56.3%, agreed or strongly agreed with this statement, whereas only a small proportion, 10.1%, disagreed. For the statement "Length of stay determines patient experience in the hospital," the mean agreement was $M=3.90$, with a standard deviation of $SD=0.89$. The majority of respondents, 63.9%, agreed or strongly agreed with this statement, while very few, 10.9%, disagreed. Lastly, for the statement "Patient length of stay determines hospital efficiency over time," the mean agreement was $M=3.95$, with a standard deviation of $SD=0.86$. Here, the largest group of respondents, 35.3%, agreed, and a smaller percentage, 19.3%, disagreed. Overall, the respondents generally agreed with the statements about hospital performance, as indicated by the means ranging from 3.85 to 3.95, suggesting a positive perception of the aspects of hospital performance being evaluated. In summary, the survey results reveal nuanced perspectives on key factors affecting hospital performance. While there is recognition of the importance of care coverage, patient satisfaction, and efficient operational practices, opinions vary significantly across different dimensions. This variation underscores the complexity of healthcare delivery and the multifaceted nature of hospital performance evaluation. The above findings support that of Muiga and Namusonge (2020).

4.6 Correlation Analysis

Pearson correlation analysis was conducted as a preliminary analysis to examine the the influence of strategic management drivers on the performance of level 4 and 5 private hospitals, before a detailed investigation using regression analysis.

Table 4. 14: Pearson Correlation Analysis

		Strategic Technology Orientation	Strategic Customer Focus	Strategic Human Resource Practices	Strategic Quality Planning	Hospital Performance
Strategic Technology Orientation	Pearson Correlation Sig. (2-tailed) N	1 119				
Strategic Customer Focus	Pearson Correlation Sig. (2-tailed) N	.310** .001 119	1 119			
Strategic Human Resource Practices	Pearson Correlation Sig. (2-tailed) N	.466** .000 119	.514** .000 119	1 119		
Strategic Quality Planning	Pearson Correlation Sig. (2-tailed) N	.274** .003 119	.474** .000 119	.478** .000 119	1 119	
Hospital Performance	Pearson Correlation Sig. (2-tailed) N	.167 .039 119	.193* .015 119	.256** .005 119	.147 .001 119	1 119

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

* . Correlation is significant at the 0.05 level (2-tailed).

When examining the influence of strategic management drivers on hospital performance, results were more nuanced. A significant but weaker correlation was found between hospital performance and strategic customer focus ($r = .193$, $p = .015$), and between hospital performance and strategic human resource practices ($r = .256$, $p = .005$), suggesting that these strategic drivers have a positive but modest impact on hospital performance. Conversely, the correlations between hospital

performance and both strategic technology orientation ($r = .167$, $p = .039$) and strategic quality planning ($r = .147$, $p = .001$) were positive but indicated a weaker influence on performance. The relatively weaker correlations directly involving hospital performance indicate that while strategic management practices are important, their direct impact on performance may be influenced by other factors not captured in this analysis. Further detailed investigation using regression analysis is recommended to explore these relationships more comprehensively.

4.7 Regression Analysis

In this study, regression analysis was primarily used to model the expected value of hospital performance based on the values of strategic management drivers.

4.7.1 Coefficient of Determination

To quantify the proportion of the variance in the hospital performance that is predictable from strategic management drivers, coefficient of determination R^2 was determined.

Table 4. 15: Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.270 ^a	.266	.239	3.93306

a. Predictors: (Constant), Strategic Technology Orientation, Strategic Customer Focus, Strategic Human Resource Practices, Strategic Quality Planning

The coefficient of determination, R^2 , was found to be .266, indicating that approximately 26.6% of the variance in hospital performance can be explained by the combined influence of the strategic management drivers included in the model. The adjusted R^2 value, which accounts for the number of predictors in the model, was slightly lower at .239. This adjustment is crucial as it provides a more accurate estimate of the variance explained by the model in the population, especially when multiple predictors are involved. The standard error of the estimate, a measure of the average distance that the observed values fall from the regression line, was 3.93306. The R value, representing the multiple correlation coefficient, was .270. This indicates a positive but moderate correlation between the combined strategic management drivers and hospital performance. It suggests that, while there is a relationship between the strategic management practices of hospitals and their performance, a substantial portion of hospital performance variance remains unexplained by these variables alone. These findings suggest that strategic management drivers, as

operationalized in this study, do have a statistically significant relationship with hospital performance, though the strength of this relationship is moderate.

4.7.2 Analysis of Variance

This technique was used to evaluate the overall fit of a regression model and to determine whether there are statistically significant differences between the means of the observed values and the means predicted by the regression model.

Table 4. 16: Analysis of Variance

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	638.856	4	159.714	10.324	.000 ^b
	Residual	1763.463	114	15.469		
	Total	2402.319	118			

a. Dependent Variable: Hospital Performance

b. Predictors: (Constant), Strategic Technology Orientation, Strategic Customer Focus, Strategic Human Resource Practices, Strategic Quality Planning

The ANOVA for the regression model, including strategic technology orientation, strategic customer focus, strategic human resource practices, and strategic quality planning as predictors of hospital performance, was significant, $F(4, 114) = 10.324$, $p < .001$. This indicates that the regression model significantly explains the variance in hospital performance, accounting for a substantial portion of the variation in the dependent variable beyond what would be expected by chance. Overall, the results from the ANOVA suggest that the regression model, comprising the strategic management drivers as predictors, provides a meaningful and statistically significant prediction of hospital performance.

4.7.3 Regression Coefficients

To provide the estimated impact of each strategic management driver on the hospital performance, assuming all other drivers in the model are held constant.

Table 4. 17:Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10.766	3.698		2.911	.004
Strategic Technology Orientation	.653	.101	.559	6.465	.000
Strategic Customer Focus	.515	.166	.477	3.102	.002
Strategic Human Resource Practices	.556	.161	.389	3.453	.001
Strategic Quality Planning	.507	.133	.406	3.812	.000

a. Dependent Variable: Hospital Performance

In the regression table, strategic technology orientation has a positive and significant impact on hospital performance ($\beta = 0.559$, $p < 0.001$). This aligns with the findings of Kiiru et al. (2022), who observed a significant positive correlation between technological orientation and the success of small and medium-sized enterprises in the animal feed industry in Kenya. The positive effect is further supported by Osore et al. (2020), who found that technological orientation significantly influenced the performance of Islamic and conventional banks in Kenya. Similarly, Anser and Yousaf (2020) emphasized the importance of a strong technology orientation for innovativeness and firm success. These studies underline the importance of technological adaptation for improved performance, mirroring the findings in the context of hospitals. The regression table indicates that strategic customer focus has a positive and significant impact on hospital performance ($\beta = 0.477$, $p = 0.002$). This finding is consistent with studies such as Kavulya et al. (2018), who demonstrated that customer focus significantly enhances the performance of Kenyan Savings and Credit Cooperative Organizations (SACCOs). Similarly, Kangethe (2015) found that customer quality focus improved operational performance in government-owned enterprises. These studies indicate that organizations across different sectors benefit from a strategic focus on customer needs, corroborating the regression results for hospitals. Strategic human resource practices also significantly contribute to hospital performance ($\beta = 0.389$, $p = 0.001$), according to the regression table. This aligns with Kwizera (2018), who found that strategic HRM practices positively affected

employee performance at USIU. Nyambu (2018) also highlighted the positive impact of strategic HRM on employee performance in higher learning institutions. Both studies support the idea that strategic management of human resources, such as incentives and training, enhances performance, which is consistent with the hospital context. Lastly, strategic quality planning has a positive and significant effect on hospital performance ($\beta = 0.406, p < 0.001$). This is in line with Rureri (2018), who found that strategic quality management enhances the performance of the steel manufacturing industry. Wambua and Mulyungi (2019) also found that strategic quality management improved the performance of MTN Rwanda. These studies highlight that strategic planning for quality impacts performance positively, which aligns with the findings for hospitals.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter entails summary of findings, conclusion, and recommendations on the effect of strategic management drivers on hospital performance. It also entailed suggestions for further studies.

5.2 Summary of Findings

Summary of the findings on the effect of strategic management drivers on hospital performance was presented as per the specific objectives.

5.2.1 Strategic Technology Orientation and Hospital Performance

The investigation into the strategic technology orientation revealed a profound influence on hospital performance, underscoring the paramount importance of integrating advanced technological strategies within hospital operations. By adopting a culture of continuous learning and technological adeptness, hospitals can significantly enhance their service delivery, operational efficiency, and, ultimately, patient care standards. This orientation not only fosters a competitive advantage but also ensures the hospital's adaptability in a rapidly evolving healthcare landscape.

5.2.2 Strategic Customer Focus and Hospital Performance

The study highlighted the critical role of strategic customer focus in improving hospital performance. By prioritizing patient value, satisfaction, and segmentation, hospitals can craft personalized healthcare experiences that meet the diverse needs of their patient base. This customer-centric approach not only enhances patient satisfaction and loyalty but also contributes to the hospital's reputation and market positioning. The findings suggest that hospitals that effectively implement customer-focused strategies are better positioned to achieve superior performance outcomes.

5.2.3 Strategic Human Resource Practices and Hospital Performance

The investigation into strategic human resource practices demonstrated their significant impact on hospital performance. Effective compensation, training and development, and recruitment practices were identified as key drivers of employee motivation, satisfaction, and retention. By investing in strategic human resource practices, hospitals can cultivate a highly skilled, committed,

and motivated workforce capable of delivering high-quality care and driving organizational success.

5.2.4 Strategic Quality Planning and Hospital Performance

The study underscored the importance of strategic quality planning in enhancing hospital performance. Practices such as patient relations, top management support, and quality performance measurement were found to be instrumental in establishing a culture of quality within the hospital. These practices not only ensure the delivery of high-quality healthcare services but also enable hospitals to meet regulatory standards and patient expectations. Strategic quality planning emerges as a critical factor in achieving operational excellence and sustaining long-term success.

5.3 Conclusion

In conclusion, strategic technology orientation emerges as a pivotal factor in enhancing hospital performance. The findings demonstrate that hospitals embracing technological advancements and fostering a culture of continuous learning and adaptability are well-positioned to improve service delivery, operational efficiency, and patient care standards. The integration of advanced technological strategies not only strengthens competitive advantage but also ensures hospitals remain resilient in a dynamic healthcare environment.

The study concludes that strategic customer focus is essential for superior hospital performance. Hospitals that prioritize patient value, satisfaction, and personalized healthcare experiences are better equipped to meet diverse patient needs and enhance their market positioning. This customer-centric approach leads to increased patient satisfaction, loyalty, and a stronger hospital reputation, ultimately contributing to enhanced performance outcomes.

Strategic human resource practices significantly influence hospital performance, as evidenced by the study's findings. Effective practices such as competitive compensation, comprehensive training and development, and robust recruitment strategies enhance employee motivation, satisfaction, and retention. By investing in their workforce, hospitals can foster a highly skilled and committed team capable of delivering exceptional care and achieving organizational success.

In conclusion, strategic quality planning is a critical determinant of hospital performance. The study highlights that practices such as strong patient relations, top management support, and effective quality performance measurement are vital in creating a culture of quality. These

practices not only facilitate the delivery of high-quality healthcare services but also enable hospitals to meet regulatory standards and patient expectations. Strategic quality planning, therefore, is essential for operational excellence and long-term sustainability.

5.4 Recommendation of the Study

Based on the conclusion of the study, this study recommends that for hospital administrators, the practical implementation of advanced technology stands out as a cornerstone for improving operational efficiency and patient care. By incorporating electronic health records, telemedicine, and digital health solutions, hospitals can offer more accessible, efficient, and effective healthcare services. Additionally, adopting a patient-centred approach is vital. This involves actively engaging patients through satisfaction surveys, customizing care to meet individual needs, and utilizing patient feedback as a guide for continuous service improvement. Investing in human resources is another critical area of focus. Hospitals should not only aim to attract skilled healthcare professionals through competitive compensation but also retain them by offering comprehensive training and development opportunities. Creating an environment that fosters professional growth and job satisfaction is key to building a committed and efficient workforce. Strategic quality management practices must be integrated into the fabric of hospital operations. This involves setting and adhering to high standards of care, actively involving top management in quality initiatives, and regularly monitoring performance against established benchmarks. Emphasizing a culture of continuous improvement, where innovation is encouraged and all staff are engaged in quality enhancement efforts, is fundamental to achieving operational excellence.

On the policy front, recommendations include the development and enforcement of comprehensive quality standards for hospitals. Regulatory authorities should ensure that these standards comprehensively cover all aspects of hospital operations to guarantee the delivery of high-quality healthcare services. Supporting the adoption of technological advancements through financial incentives, guidelines, and standards is crucial for modernizing healthcare delivery and improving patient outcomes. Policies aimed at enhancing the healthcare workforce are also paramount. Initiatives should focus on expanding training and development programs, fostering partnerships with educational institutions, and increasing the availability of trained healthcare professionals. Moreover, promoting patient-centred care through policy initiatives can guide hospitals toward models of care that prioritize patient satisfaction and engagement. Lastly, encouraging strategic

planning and management within the healthcare sector is essential. Policymakers should facilitate access to resources, training, and support for hospital administrators to underscore the importance of strategic management practices in improving hospital performance and patient care.

5.5 Suggestions for Further Studies

Firstly, a deeper exploration into the role of digital transformation in healthcare delivery could provide valuable insights. Future studies might examine how specific technologies, such as artificial intelligence, blockchain, and the Internet of Things (IoT), impact various aspects of hospital operations and patient outcomes. Research could focus on identifying best practices for implementing these technologies and overcoming barriers to digital transformation in healthcare settings. Secondly, the impact of patient engagement and participation in healthcare decision-making on hospital performance warrants further investigation. While strategic customer focus has been identified as a key driver of performance, there is a need to understand how different models of patient engagement contribute to operational efficiency, patient satisfaction, and clinical outcomes. Studies could explore the mechanisms through which patient involvement enhances service delivery and the potential challenges hospitals face in fostering active patient participation.

Additionally, the influence of organizational culture on the effectiveness of strategic human resource practices in hospitals presents an intriguing area for research. Future studies might delve into how cultural factors, such as leadership styles, communication practices, and employee empowerment, affect the implementation and outcomes of strategic HR initiatives. Understanding the interplay between organizational culture and human resource management could inform the development of more effective strategies for workforce development and engagement.

Moreover, the adoption of sustainable practices within hospitals and their impact on performance and community health outcomes is an emerging area of interest. Research could explore how hospitals are integrating sustainability into their strategic planning and operations, the challenges they encounter in pursuing sustainability goals, and the benefits of such initiatives for patients, employees, and the broader community. Finally, comparative studies across different geographic regions and healthcare systems could offer valuable comparative insights. Investigating how strategic management drivers influence hospital performance in various contexts could uncover universal principles as well as region-specific strategies that contribute to effective healthcare delivery.

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APPENDICES

APPENDIX I: STRUCTURED QUESTIONNAIRE

Instruction: Please mark appropriately on the various questions

Demographic Information

1. Indicate the gender you belong: Male () Female ()
2. Indicate your highest level of education: Diploma Level () Bachelor's Degree ()
Post-Diploma () Masters' Degree or Higher ()
3. Indicate your age bracket: Less than 30 years () Between 30 to 40 years ()
Between 41 to 50 years () Above 50 years ()
4. Indicate your work experience: Less than 5 years () Between 5 to 10 years ()
Between 11 to 15 years () Above 15 years ()
5. Indicate your job category: Administrative () Financial () Medical ()
Nursing () Other ()
6. Indicate your employment type: Permanent () Contract () Temporary ()

Study Variables

Please indicate the extent to which you agree with the following statements on the various study variables.

Key: (1 = Strongly Disagree; 2 = Disagree; 3 =Neutral; 4 = Agree; 5 = Strongly Agree)

Strategic Technology Orientation

Opinion Statements	1	2	3	4	5
Management capabilities create technological capability of the organization					
Management capabilities provide an integrated approach to the hospital management					
Technological capabilities allow the hospital to grow and develop					
Technological capabilities allow the hospital to have technological strength and to have a competitive advantage					
Learning capabilities determine the extent to which the hospital can embrace strategic management					
Leadership commitment determines learning capabilities of the hospital					

Strategic Customer Focus

Opinion Statements	1	2	3	4	5
Patients are constantly looking for hospitals that deliver values					
Creating patient value is more important than ever					
Patient relationship management has enabled the hospital to be separated from the competition by ensuring high quality of care					
Patient relationship management system allows the hospital staff to reach more patients					
The hospital carries patient segmentation to ensure that care delivery is tailored to the patients					
Patient segmentation allows the hospital to reduce length of stay, improve care coverage and patient satisfaction					

Strategic Human Resource Practices

Opinion Statements	1	2	3	4	5
The pay plan of hospitals is contingent upon the external marketplace.					
The alignment of a compensation plan with the external market has been found to have a positive impact on reducing turnover rates, hence enhancing fairness within an organization.					
The inclusion of diverse personnel is crucial for maintaining fairness in the process of selecting employees for training and development initiatives.					
The HR manager takes into consideration the efficacy of both internal and external training programs when making choices pertaining to employee training.					
The hospital employs advertising as a means of sourcing strategy to attract and retain staff who exhibit a higher likelihood of remaining inside the institution.					
The hospital employs a range of methodologies to evaluate prospective candidates in order to discover suitable individuals for employment.					

Strategic Quality Planning

Opinion Statements	1	2	3	4	5
Strategic patient relations practice starts with patient support team					
Strong patient relations determine the success of the hospital					
Strategic top management support practice determines the strategic direction of the hospital					
Strategic top management support practice plays an integral role in change implementation for the hospital success					
Strategic quality performance measurement allows the hospitals to solidify their management achievements					
Strategic quality performance measurement contributes to the deployment of quality management technologies in the hospital					

Hospital Performance

Opinion Statements	1	2	3	4	5
The hospital has wide care coverage to improve service quality of the patients					
Hospital care coverage provides numerous benefits to the inpatient and outpatient					
Patient satisfaction determines medical malpractice claims, patient retention and generally clinical outcomes					
Patient satisfaction surveys play an integral role on the strategic plans of the hospital					
Length of stay determines patient experience in the hospital					
Patient length of stay determines hospital efficiency over time					

APPENDIX II: NACOSTI PERMIT



REPUBLIC OF KENYA



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This is to Certify that Miss.. Lillian NYUNGU Mwaka of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Mombasa on the topic: STRATEGIC MANAGEMENT DRIVERS AND PERFORMANCE OF LEVEL FOUR AND FIVE PRIVATE HOSPITALS IN MOMBASA COUNTY, KENYA for the period ending : 06/February/2025.

License No: **NACOSTI/P/24/32873**

976083

Applicant Identification Number

Director General
**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
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THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
 - i. Endanger national security
 - ii. Adversely affect the lives of Kenyans
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
 - vi. Adversely affect the rights of communities
 - vii. Endanger public safety and national cohesion
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3. The License is valid for the proposed research, location and specified period.
4. The license any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

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