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

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ABSTRACT

Healthcare quality for private hospitals in the county has been a sharp focus and hence the growth rate has declined at 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 objective: To determine the effect of strategic technology orientation on the performance of level 4 and 5 private hospitals in Mombasa County, Kenya. To underpin the study, survival-based 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 analysed 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 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. 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.

Keywords: Strategic Technology Orientation, Strategic Customer Focus, Strategic Human Resource Practices, Strategic Quality Planning, Performance and Strategic Management Drivers.

INTRODUCTION

Majority of organizations including healthcare organizations today are faced with a series of business problem. These problems have been having been attributed to increased difficulty on satisfying demanding and progressive user, hence there is need for change in the internal operations. Capacity of physicians and continuous increase of complexity, to ensure and deliver 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 with great pressure of mergers and closures. Personal leadership, individual initiatives, weak external pressure and diversity in quality management has 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 the 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 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 have 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 advantage for the facilities (Lagrosen, 2013). Despite these private hospitals in the country still operate in an unsteady environment which is characterized with social reforms, political anxieties, competition from new entrants, technological advancement and globalization (Nderitu, 2016).

Statement of the Problem

The predominant proportion of privately-owned establishments in Mombasa County are 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 imply that private hospitals are not highly involved 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 at 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, Ireri 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 tier 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 on the performance of private hospitals in Mombasa County?

Objective of the Study

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

Specific Objective

To determine the effect of strategic technology orientation on the performance of level 4 and 5 private hospitals in Mombasa County, Kenya.

THEORETICAL REVIEW

Survival Based Theory

Survival based theory also referred 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 will employ the aforementioned 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. Organisational 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 firms technological orientation strategy can develop or deter a firm's competitive advantage.

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 began 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 only 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 aforementioned 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 has 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 of quality performance monitoring and top management support, which are essential elements of the practices being examined.

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.

Empirical literature Review

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.

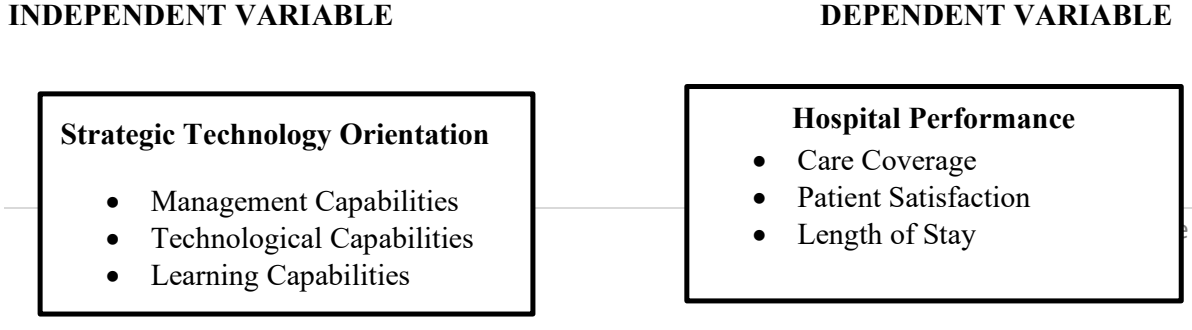
The study conducted by Osore *et al.* (2020) investigated the influence of technical orientation on the performance of Islamic and conventional banking in Kenya. A survey was conducted on a

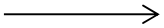
sample of 43 commercial banks, employing structured questionnaires as the principal instrument for data gathering. The empirical evidence suggests that the technical orientation of both Islamic and conventional banking sectors had a significant influence on their success. The paper posits that in order 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 impact 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 innovativeness 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.

Figure 1: Conceptual Framework





Source: Researcher (2024)

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.

Target Population

The target for this study was 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 this 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.

Sampling Design

The determination of the sample size in this study was 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. According to Yamane formula (1967), the sample size was 158 employees.

Data Collection Instruments.

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.

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.

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.

$$Y = \beta_0 + \beta_1 x_1 + \varepsilon$$

Where: Y = Hospital Performance, β_0 = Constant, β_1 to β_1 = Coefficient of Independent Variables, X_1 = Strategic Technology Orientation, ε = error term (5%)

RESEARCH FINDINGS AND DISCUSSIONS

Descriptive Statistics

Table 1: Strategic Technology Orientation Descriptive Statistics

	SD	D	N	A	SA	Mean	STD
Management capabilities creates 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

Source: Field Study (2024)

The findings are presented in Table 1, 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 favorable. 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 impact on hospital growth and competitive advantage. These

finding 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.

Table 2: Hospital Performance Descriptive Statistics

	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

Source: Study Data (2024)

Regarding the statement "The hospital has wide care coverage to improve service quality of the patients," the mean agreement was M=3.85M=3.85, with a standard deviation of SD=0.89SD=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=3.87M=3.87, with a standard deviation of SD=0.83SD=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=3.88M=3.88, with a standard deviation of SD=0.88SD=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=3.89M=3.89, with a standard deviation of SD=0.86SD=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=3.90M=3.90, with a standard deviation of SD=0.89SD=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=3.95M=3.95, with a standard deviation of SD=0.86SD=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).

Correlation Analysis

The researcher created a correlation matrix between the variables utilizing the SPSS software. The results are summarized in Table 3.

Table 3: Correlation Results

		Strategic Technology Orientation	Hospital Performance
Strategic Technology Orientation	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	119	
Hospital Performance	Pearson Correlation	.167	1
	Sig. (2-tailed)	.039	
	N	119	119

Source: Field Data (2024)

When examining the influence of strategic management drivers on hospital performance, results were more nuanced. The correlations between hospital performance and strategic technology orientation (r = .167, p = .039) was 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.

Regression Analysis

Multiple regressing analysis was computed to derive the relationship between the variables.

Coefficient of Determination

Table 4: 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

Source: Field Study (2023)

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.

Analysis of Variance (ANOVA)

The ANOVA test was done and the results shown in Table 6.

Table 5: ANOVA

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

Source: Field Study (2024)

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.

Regression Coefficients

The regression output was done and represented in Table 6.

Table 6: Regression Results

	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1(Constant)	10.766	3.698		2.911	.004
Strategic Technology Orientation	.653	.101	.559	6.465	.000

a. Dependent Variable: Hospital Performance

Source: Field Study (2024)

$HP = 10.766 + 0.653X_1 + \varepsilon$

Where:

HP = Hospital performance

X_1 = Strategic Technology Orientation

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.

CONCLUSION AND RECOMMENDATIONS

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.

Recommendations

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. Supporting the adoption of technological advancements through financial incentives, guidelines, and standards is crucial for modernizing healthcare delivery and improving patient outcomes.

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