

**IMPACT OF STRATEGIC RESPONSES ON PERFORMANCE OF RELIANCE  
HOSPITAL IN NAIROBI.**

**BY**

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## DECLARATION

I, ABDIRIZAK AHMED JELLE, hereby declare that this MBA research project titled “IMPACT OF STRATEGIC RESPONSES ON PERFORMANCE OF RELIANCE HOSPITAL IN NAIROBI” is my own original work. This has not been submitted to any other institution or University/College for award of any program whether Certificate, Diploma or Degree.

Signature:



Date: \_\_\_\_29/11/2022\_\_

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## SUPERVISOR'S APPROVAL

This research project prepared by ABDIRIZAK JELLE titled “IMPACT OF STRATEGIC RESPONSES ON PERFORMANCE OF RELIANCE HOSPITAL IN NAIROBI” has been submitted for examination with my approval as the university supervisor.



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## **DEDICATION**

This project is dedicated to my late beloved mother, Habiba Sabdow, who battled cancer for a period of three years and finally succumbed to it. She was a constant inspiration throughout my life.

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## **ABBREVIATIONS**

**SACCOS** Savings and Credit Cooperative Societies

**SPSS** Statistical Package for Social Sciences

**HRM** Human Resource Management

**CRM** Customer Relation Management



## ABSTRACT

Organizations have utilized strategic responses towards quality improvements, productivity increment, cut costs, and reorganize and establish culture. These are acts aimed at dealing with the firm's environment's difficulties. Therefore, they are building and employing various strategic responses that are dependent on the environment, capacity, skills, and resources. Despite these benefits, environmental volatility has hampered performance. It has drawn attention to the firms' already delicate performance, which is heavily influenced by micro and macro environmental factors. Things have not been different for Reliance hospital. Hence, this study sought to understand what are the strategic approaches adopted by Reliance Hospital to improve performance especially during COVID-19? And how does the performance of the Reliance Hospital relate to its strategic responses. The study adopted a case study design. Data was collected using an interview guide the CEO, senior doctors, senior nurses, finance manager, and human resource manager. The findings of the study indicated that there are different internal and external environmental factor that influence the performance of the hospital. The respondent recorded political, economic and Socio-cultural factors. They also listed other factors like leadership, skills, knowledge and capabilities, human resource development, socio-demographic factors and patient involvement and cooperation. The respondents listed ways they tried to deal with turbulent environments changes. One was conducting a competitor analysis, having products for both high income and middle-income earners, attracting donor funding and adopting a customer relationship management strategy. Additionally, they are investing in increased technological innovations, improving its physical infrastructures, strengthening its financial management systems, and training employees to achieve quality patient care and satisfaction. The study concluded that the hospital is greatly affected to an extent by both external and internal factors. It recommended that the hospital's management need to use their brand names for cultivation of customer loyalty, use advertising and real time strategic responses that facilitate the hospitals preparedness in handling the impending issues and train their employees to reduce staff turnover. The hospital should also follow all government policies and regulations to the letter in order to avoid lawsuits which may harm the hospitals' reputation. Lastly, the study concludes that has given the hospital an advantage in the industry.

## CHAPTER ONE: INTRODUCTION

### 1.1 Background of the Study

The emergence of more value chains globally calls for more rapid strategies responses as regards meeting various needs (Kabue, Oloko & Muturi, 2019). Strategic responses allow firms to capitalize on their core skills in order to produce value-added goods and services (Gathungu & Mwangi, 2012). Organizations that embrace strategic responses perform better than those that do not execute strategic responses. Private hospitals in Kenya have been subjected to fast changing external circumstances, necessitating a shift in the various strategies intended to improve their competitive performance (Kathanya, 2020). The matching of an organization's resources and actions to the environment in which it operates is referred to as strategy response (Ansoff, 2018).

The presence of environmental turbulence such as the deadly Covid 19 pandemic adversely affected organizational performance. The deadly pandemic has disturbed how the day to day running of organization is done; this is seen with the sacking off employers, changed goals, lots of reduced hours to the retained workers and furloughs. This has resulted in low performance and organizations' inability to sustain them. As a result, organizations' ability to adapt strategic responses will aid greatly in coping with the economic turbulence caused by Covid 19 (Mwaniki, 2018). As a result, it is quite pertinent for organizations to evaluate their current performance management system and make necessary adjustments. Resource-based theory and the dynamic capability theory will be used to underpin the study variables. According to the resource based theory, the effective utilization of resources owned by a firm is used as a competitive advantage (Anne, 2011).

The study was anchored on Resource Based Theory which expresses the importance of a match between a company's external market setting and its deliverables, it posits a traditional view of how the achievement and sustainable competitive advantages can be realized by firms (Barney, 1991). This theory will assist Reliance Hospital to make adequate use of their resources to combat COVID 19 and improve the hospital's performance. The Dynamic Capabilities Theory describes the various procedures and steps to be taken for delivering optimal services in an organization, in that ordinary capabilities are analogous to best practices and are often established in more than one business and industry (David Teece, 2013). By improving the

capability of members at reliance hospitals, they will be better prepared to respond to the Covid 19 epidemic and increase performance.

The undying cases of environmental turbulence especially the Covid -19 pandemic has been a hindrance to the care giving industry in all countries worldwide and its immense increase established significant challenges in the medical industry (Shang, 2020). The number of hospital beds in the affected areas is scarce and overburdened by the enormous number of patients and the lack of basic amenities and resources in certain underdeveloped countries results in leaving patients with mild symptoms unattended to as more attention is paid to the severely ill patients.

### **1.1.1 Concept of Strategic Response**

According to Mirzania (2019), strategic responses include decisions and activities that constitute to the implementation and formalization of targeted goals and plans of a company. Strategies are an essential component of organizational functioning, but while most organizations have strong strategies, successful strategic response practices remain a significant difficulty. The machinery of a firm's resources and operations in relation to the environment in which it operates is referred to as strategy (Elias 2018). Njeri (2012) avers that set of decisions when there is formulation and seeing to it there are implementation is what entails to strategic responses. According to Naranjo (2016), developing a strategy is an exercise in entrepreneurship. Managers face an ongoing entrepreneurial challenge in keeping the firm's strategy fresh, responding to new and changing situations, and leading the organization towards the appropriate business activity at the appropriate moment (Gathungu, 2018)

The act to which set of plans to be implemented after formulation in order to see to it that the firms attains its objectives is called strategic response (Babafemi, 2015). The strategic responses of businesses reflect both their internal strengths and the external opportunities they face. It addresses questions about where a firm wants to go, where it is now, and how to get there. An organization's survival and success occur when it builds and maintains a congruence between its environment and strategy, as well as between its internal capacity and its strategy. A strategic response is a company's or organization's reaction to environmental changes/turbulence (Babafemi, 2015). According to Naranjo (2016), strategic reactions enable an organization to optimally position itself and effectively relate to its environment in order to assure its continuous success while also protecting itself from shocks resulting from environmental changes.

A more wider strategy as referred to porters is oriented down to competitive strategy that is quantifiable, one that can be delivered ,articulating how a firm should compete in a manner that gives it a competitive hand, it also shows clearly the laid goals and the defined policies of attaining those goals (Elias, 2018). In most cases the critics to rationale and those who criticize behaviors argues that for every given business there is a strategy that completely outperforms its rival and this strategy is usually adopted in line with the business comprehension of the competitive dynamics that surround it in the immediate context and future context (Mirzania, 2019).

### **1.1.3 Organizational Performance**

Demeke and Tao (2020) defined organizational performance as a reflection of an organization's measure of success that is it is subjective to the organizations' objectives. Therefore, organizational performance is the outcome of how well a firm utilizes its resources as a result of the quality of efforts put into channeling the resources based on the organization's objectives (Contu, 2020). Organizational performance in line with Griffin (2013) is organization capacity in fulfilling shareholders desires. In order for an organization to achieve heightened organizational performance, they would need to adapt to constant revolution and changes and also realize that their performance is tied to their employees' skills and competencies (Contu, 2020).

An analysis of a firm's performance with respect to goals and objectives is defined as organizational performance. The analysis of certain outcomes within an organizations are mainly financial performance, production capacity performance, market performance and shareholder value performance (Arshad, 2018).Due to globalization the work place has grown dynamically with a rapid change, this means for the firm to achieve its objectivity and realize profits the skills, knowledge and personal performance have to be in the lime light (Huang, 2018).However management are facing numerous challenges in scoring up high in terms of performance due to the less productivity of the subordinates as seen in Reliance hospital. This therefore calls for Reliance Hospital to integrate strategic responses.

### **1.1.4 Private Hospitals in Kenya**

Kenya's private healthcare system has grown dramatically over the last two decades due to a variety of factors, including inappropriate and high-specification public healthcare services and user fees adoption. This expansion can also be attributed to health-care reforms implemented

in the 1980s and 1990s, when the government reduced licensing and regulation of private healthcare providers, as well as the prohibition on public-sector employees engaging in private practice (Kinyanjui, 2014). The government's reform proposals aimed for more participation of the private sector in the economy. These reforms were implemented as a result of fiscal restrictions that forced the government to lower overall spending, including budgetary allocations to the health sector, and therefore the necessity to encourage private healthcare providers to develop and play a larger role in healthcare service (Kanini,2013)..

The private healthcare sector has made significant contributions to the delivery of healthcare to the general public. Almost all socioeconomic classes use the industry, and it looks to have a somewhat better distribution in both rural and urban locations (Obama,2016). Despite this, due to the sector's diversity and character, no appropriate policies have been developed. According to Hanson and Berman (2017), failing to address the diversity of private healthcare providers may result in inaccurate policy advice because form, behavior, and relevance in terms of size and other activities are likely to differ greatly amongst healthcare service providers.

#### **1.1.5 Reliance Hospital**

Reliance Hospital Limited is a private hospital that opened its doors in September 2019. The hospital is located in Nairobi City County's Nairobi South C, near the intersection of Muhuti Avenue and Ole Shapara Road. It is a level 4 hospital with a capacity of 35 beds. The organization is known for providing its clients with high-quality health-care services that are always available, accessible, inexpensive, and sustainable (Sheng, 2020). Reliance hospital is a privately owned NHIF accredited hospital in Kenya that provides orthopedic services, cardiology services, eye care services, dental care services and primary health care services (NHIF, 2020)

Despite providing cutting-edge services, Reliance Hospital confronts a number of problems in fulfilling its duty in health care delivery. These include the country's present health status, which includes a high prevalence of Covid 19, government policy actions in the health sector, diminishing health sector funding, a high demand for specialized health care, a paucity of resources, and an unstable socioeconomic environment (Mwangi, 2018). As the number of confirmed cases rises in several nations worldwide, to position itself in the volatile environment brought about by the Covid 19 epidemic, Reliance Hospital will need to arm itself with strategic

answers. This will assist the hospital in achieving exceptional results in its daily operations (Sheng, 2020).

## **1.2 Research Problem**

Organizations have utilized strategic responses towards quality improvements, productivity increment, cut costs, and reorganize and establish culture. Strategic reactions are acts aimed to deal with the firm's environment's difficulties (Collins, 2014). Various firms build and employ various strategic responses that are dependent on the environment, capacity, skills, and resources. Despite these benefits, environmental volatility has hampered Reliance hospital operations. The volatility in the environment has drawn attention to Reliance Hospital's already delicate performance, which is heavily influenced by micro and macro environmental factors. To respond to these environmental turbulences, hospitals has implemented a variety of strategic measures (Sheng, 2020).

Since they guarantee the public has access to high-quality health care services, health services have emerged as crucial to Kenya's growth. The difficulty of dynamic environment has, nevertheless, plagued hospitals throughout the past forty years. Nevertheless, because a hospital cannot manage strategic and tactical changing conditions, hospital management must always be vigilant, monitor external characteristics, assess the consequences and significance of these modifications, and develop response measures (Papulova, 2015). In order to thrive, create a competitive edge, and improve productivity for performance, hospitals like Reliance Hospital must adopt strategic responses

A study of research conducted on strategic organizational responses to certain operating environment changes by Kenyan enterprises reveals that appropriate strategic responses will ensure a competitive edge, allowing them to remain relevant and viable in the new operating environment. This is supported by studies conducted by Makeni,(2016), on Saccos strategic responses to changing operating environments and discovered that most firms responded by increasing their asset base and Guthungu et al. (2012) whose study on the extent of dynamic capabilities effect on talent development of firm performance revealed a positive result. Otieno (2012) examined strategic responses by Simba Colt Limited and notes that the adverse effect of the financial meltdown crisis caused the firm to respond by changing into a conglomerate and re-branding as a adapt to environmental changes; Machau (2019) on the other hand studied

strategic response by Kenyan commercial banks to certain environmental changes. However, no studies have been carried out to investigate strategic responses as regards to Reliance Hospital, hence the research gap. However by addressing this gap and addressing the research question, “What are the strategic approaches adopted by Reliance Hospital to improve performance especially during COVID-19?” How does the performance of the Reliance Hospital relate to strategic responses?

### **1.3 Research objectives**

This study seeks to determine the influence of strategic responses of Reliance Hospital's performance.

### **1.4 Value of the study**

The findings of the study can be used by future researchers as a source of information. The study findings will contribute immensely to the knowledge body that is in existence and open up new possibilities for inquiry.

The study can help modify management system because Reliance Hospital management would be able to restructure their performance to meet overall organizational effectiveness and performance. The outcomes of the study can be compared to strategic responses used in other industries to form conclusions on various ways an organization can respond to pandemics in the environment, so adding to theory development.

The research also focused on overall organizational effectiveness and performance, as well as policy formulation, particularly at the institutional level. The caregiving sector would be kept up to date on the situation on the ground regarding the Covid 19 pandemic's devastation so that it could take the appropriate precautions. Kenya's government would also be better informed when developing laws and regulations affecting or relating to the Covid 19 epidemic. Reducing the adverse effects of the Covid 19 epidemic may result in lower health-care spending. Care, recruiting, training and development, compensation, and separation are all aspects of the job. It has, as a result, improved motivation, labor productivity, and, as a result, an organization's profitability.

### **1.5 Chapter summary**

Chapter 1 provides an outline of the research and its context. It also states the research problem which shows the gap in existing knowledge that the study aims to address. It goes on to state

the research objective on which the study will be based on. Lastly, it discuss the value of the study.

### **1.6 Organization of the Project**

The study followed the following outline: the first section included the study background, the problem statement, objectives, and discussed the value of the study. The second section reviewed different theories that the study is anchored to and discussed different works of literature that relate to the study. Lastly, the third section elaborated on the research methodology. It discussed the research design adopted by the study, the target population, data collection and analysis tools and methods.



## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1. Introduction**

This chapter presents literature that has been reviewed, a framework to explain the concept of our study, the findings from different empirical results, and the critique that the study wishes to fill.

### **2.2 Theoretical Foundation**

This study was underpinned on different theories; The theory of dynamic capacities and resource-based theory are the foundations of the research.

#### **2.2.1: The Resource Based Theory**

Resources Based View (RBV) was propounded by Penrose (1959). According to the RBV developer, an organization's strategic resources have a significant impact on its performance . The Resource Based Theory emphasizes the importance of the link between how company's can channel their internal resources and capabilities to meet market needs and dynamics. According to resource-based theory, the corporation is viewed as a collection of assets or internal competencies and capabilities. Majority of these assets and competencies are however, not tangible in today's market. Corporations' success is determined by their distinguishing capabilities. Companies with special skills have characteristics that others cannot copy, even when they grasp the benefit they provide to the organization that holds them (John Kay, 2007).

The resource based theory analyzes the understanding of organizations in making use of their resources by wielding them as competitive advantage-granting tools (Barney 1986). This theory further noted that resources that will greatly increase organization's competitive advantage has to be unique and the uniqueness of any resources has to do with its ability of not being able to be easily transferrable and analyzed but unique to the organization's culture and objectives (Hamel & Prahalad, 1996). The rareness and non substitution of a resources makes it unique thereby makes it useful for enhancing organizational performance (Barney, 1991). The contribution of the resource based theory in analyzing resources as a factor for influencing organizational performance makes it relevant to this study.

#### **2.2.2 Theory of Dynamic Capabilities**

Capability, according to the dynamic capabilities theory is set of learnt procedures and actions that influences organizations' ability to generate a specific output. Best practices are equivalent to ordinary capabilities; they often begin in more than one business and then grow into the market industry (Teece et al., 1997). The Dynamic capabilities are not comparable but are

distinct in line with organizational structure and history; they are life-long unique business models which are difficult to access and conceptualize by competitors (Lynda Gratton, 2013). Wade and Hulland (2004) assert that the dynamic nature of resource capabilities is the reason for their usefulness in a dynamic market environment. Therefore, the ineffectiveness of firms' resources in sustaining short term competitive advantage does not limit their effectiveness in propelling organization's long term competitive advantage.

According to Gathungu et al. (2012), with improved dynamic capabilities, all firms can aim for high performance, which leads to high profitability and long-term competitive advantage. However, all businesses face the problem of sustaining a competitive advantage in a rapidly changing environment. These ideas are critical to our research because they show how following a strategic response not only utilizes but also exploit resources through the lens of improved skills and knowledge and experience. The dynamic capability theory was introduced to modify the resource based theory; therefore it is an extension of the resource based theory. Dynamic capability theory in line with Bleadly, Ali, & Ibrahim (2018) is the ability of organizations to generate and recognize their internal and external resources as a tool for meeting dynamic market needs. Therefore, the dynamic capability theory will provide secondary basis for the study in linking the importance of resource.

### **2.3 Strategic Responses and Performance**

Major variations frequently render an institution's strategies obsolete, necessitating strategic structural changes in response to, among other things, technological advances, competitive landscape from other companies, client actions, associates and support prerequisites, provider and supplier factors, policy reforms, rising prices, variations in value systems, governmental tides, and others. Companies should do this by assessing their performance relative to sustainable practices and chances to stay vigilant (Akhter & Barcellos, 2018). Continual strategic formative assessments for organizational effectiveness, which can be improved using strategic organizational operations, are how this can be accomplished (Kibet and Simiyu, 2016).

Strategic reactions are a management method for structuring the present based on projected future outcomes (Okonya, 2018). In order to create an effort to outperform the competition, strategic responses are forces that may have an impact on a company (Porter, 1988). Reform, diversity, promotion, information systems, and societal change are a few of the possibilities

cited by Kiptugen (2015). Mayureshnikam and Vishal (2018) contend that the method to establishing and directing organizational goals and strategic activities is through strategy responses. Market segmentation, brand building, and customer relationships are a few of them. As a result, strategy response is described by Mecha (2017) as the introduction of already existing goods or services into a new geographic region. Due to the development of market mix and market specialization, a company that concentrates its efforts on one or more segments is perceived to be in a better position. Corporate diversification has long been seen as a strategic instrument for firms to maintain growth and profitability, according to Nyaingiri (2015).

Major market customer's responsiveness, staff training, technological capabilities, and financial restructuring are all characteristics of strategic responses that match dynamic company settings. The strategies of businesses that perform exceptionally well are geared toward delivering performance, adaptability, and quality. Successful businesses frequently operate in dynamic and highly competitive contexts; as a result, they implement strategies that allow for uniqueness centered on operational competencies. The sustainability, strategic edge, and efficiency of businesses in the market context are frequently determined by their strategic responses (Kipchumba, 2018).

However all these studies looked at the various characteristics of strategic responses on performance without looking at what the strategic responses entails and how it can affect performance on its own. The studies did not consider investigating how performance is affected by the strategic responses. Also the studies did not observe Reliance hospital strategic responses on the hospital performance.

#### **2.4 Review of Related Studies and Research Gaps**

The association between strategic responses and performance outcomes of Kenya's public institutions is established by Kathenya Ndegwa and Oringo (2020). The study's specific goals were to quantify the effects of technological adoption on institutional productivity, the impact of market advancement on institutional achievement, the impact of cost-cutting measures on institutional productivity, and the moderating role of organizational culture in the relationship between these factors. The study's methodology was descriptive. 150 employees from three distinct public universities in Nairobi County—TUK, UoN and KU—were the study's target group. The study used 30 randomly selected participants as its sample size. The result found a statistical significance between strategic responses and performance. The outcomes from the survey were valuable to staff members and the management of Kenya's public campuses so

they could embrace the best strategies. The study was based on public university staff which does not relate to that of Reliance hospital.

Tare (2020), did a study on how field costs of picked tea companies at an international level were impacted by tea production automation in Kenya Kericho and Bomet Counties. The researcher opted to optimize and bring the relationship between variables by using correlational design and also describe the phenomena by using descriptive research design. Ninety one employees at multinational tea firms in selected counties in Kenya were sampled using census technique; the population consisted of unit managers and field managers. After analysis it was found out that preparation of land all involved cost, cost incurred on pruning tea, application of fertilizers were greatly reduced by data automation study, however, had a flaw in that it did not demonstrate how process automation could be used to mitigate the impact of environmental turbulence in Reliance hospital.

Using technology acceptance system, control theory, system theory and the unified theory of technology acceptance and use (Ngeno, 2018), the study looked at how automated and integrated process of control impacted on collection of human resource in Kericho. Ngeno used research design that was descriptive in nature. The study findings stated that the county government in Kericho County benefited immensely from the process of automating the internal control processes they were able to keenly monitor the revenue collection process resulting to a higher performance. The study, however, had a flaw because it was conducted in Kericho, an area that may be unrelated to the Reliance hospital.

Muriithi (2015) did a study with the particular goals of examining customer retention techniques, identifying the effects of customer defection on customer retention in the banking sector, and assessing how customer relationship management influences customer retention in the banking industry. Sampling technique which was purposive was used to establish the sample for the clients, whereas random sampling was utilized to establish the sample for the personnel. According to the findings of the study, clients choose basic and easy-to-use technologies. It also indicated that banks do not reward clients for loyalty, that loyalty clubs are underutilized, and that banks do not take the initiative to contact customers who have inactive or less active accounts, while regular communication with loyal customers is lacking

The impact of strategic responses on the effectiveness of the United Nations World Food Programme in South Sudan is established by Logwuru and Gitonga (2019). The study's objective was to determine how UNWFP's performance in South Sudan is affected by activity

restructuring, partnership and donor relations management, safety and security of staff and assets, and beneficiary service. Sixty-five South Sudanese professional workers made up the target population. In this study, the stratified sampling technique was used to obtain a sample size of 50 employees. The respondents' information was gathered in both quantitative and qualitative forms. It was discovered that there was a strong correlation between WFP answers and WFP results. Partnership and donor relations had a statistically significant positive link with WFP performance. The study was carried out on staff in South Sudan, South Sudan have different socioeconomic setting as to Kenya, and therefore this study will be carried out in Kenya.

Khaemba (2017) conducted a study in the county general hospital in Kakamega to determine whether or not training and development has significant impact on staff performance. The study included 93 employees from the targeted demographic of 1250. Data was gathered from 62 employees, which accounted for 66.7 percent of the targeted employees. As a research design, a cross-sectional descriptive survey was used. According to the study's findings, most employees had received training and this has helped improve job performance. The majority of respondents believed that training causes an increase in job performance, and employees' honesty, and also helps improve communication.

Kimalel, Kihara, and Muriithi (2017) used a descriptive design on all 38 licensed SACCOs in Nairobi County, where 228 top managers were given questionnaires in an effort to determine whether strategic replies have an impact on SACCO performance. According to study findings, cost-cutting and market expansion initiatives significantly improved SACCOS' performance in Nairobi County. The study focused more on SACCOs in Nairobi which is a financial sector in Kenya, this study will focus on Reliance hospital which is part of the health care sector in Kenya.

In a study on the impact of strategic responses on the performances of commercial banks (Mombasa County), Tangus and Omar (2017) found that market strategic methods have a significant correlation with firm performance, with all three strategies (market leader, market challenger as well as market niche) having significance. The 43 commercial banks that were the focus of the descriptive design's sampling frame of relationship managers, sales managers as well as branch managers, were selected from a sample of 14 banking institutions (where 42 respondents were considered), the data were collected using a questionnaire. Given that it was a case study of banking sector, the findings cannot be applied generally to Reliance Hospital.

Mecha (2018) did a study in Nakuru Town to evaluate commercial banks' customer connection tactics in and their influence on client retention. For the study, a census technique was used instead of a survey research design. The study's data was gathered through the use of questionnaires and after that, descriptive statistics such as frequency counts, percentages, averages, and standard deviation were applied to the data. A Pearson correlation study was also performed between customer relationship tactics and client retention. The study discovered a significant relationship in the commercial banks amount of use of electronic banking and customer retention; individualized marketing technique also was discovered to have a significant relationship with customer retention.

The goals of Muchiri, Ombui, and Iravo (2017) were to identify the strategic measures taken by Oil Marketing Companies in Kenya and to establish the impact of those responses on those companies' performance. The study employed a descriptive case study to identify the tactical measures taken by OMCs, Kenya. 216 OMC employees were the study's target group, while 115 OMC employees made up the sample. The study made use of primary data sources. Utilizing both closed-ended and open-ended questionnaires, primary data was gathered. SPSS was used for data analysis. Analyzing both quantitative and qualitative data was necessary for this. The model was a good predictor, according to the regression results. The results showed that there was a statistically significant correlation between OMC performance and strategic replies.

Using a research design that was descriptive in nature (Waweru,2019), sought to bring to light if the organizational effectiveness of the Kenya Police Service could have been impacted by the corporate financial restructuring put in place. The researcher used questionnaires to collect views from the respondents in the selected departments in the Kenya's National Police Service. Waweru findings revealed that restructuring especially portfolio in the police service immensely improved the performance of the Kenya Police Service and hence the policy makers were advised to adopt it.

The airline industry works to offer its customers the most affordable prices, according to a study by Omwoyo (2016) that looked at the impact of strategic responses on a firm's ability to compete. The study's case study of the Kenyan airline industry also revealed that the cost leadership strategy necessitates that firms benchmark their costs against those of their competitors. Descriptive and inferential analysis were applied to the data that had been acquired using SPSS. The findings indicated that strategic choices and firm competitive advantage are significantly related. Because Reliance Hospital in Kenya, the subject of this

analysis, was left out of the study, this study aims to investigate how strategic responses affect performance of Reliance hospital.

**Table 2.1 Summary of Empirical Studies and Research Gaps**

| <b>Study</b>  | <b>Methodology</b>            | <b>Key Results/ Findings</b>   | <b>Research Gaps</b> | <b>Focus of Current Study</b>  |
|---|-------------------------------|--|----------------------|--|
| Strategic responses and performance outcomes of Kenya's public institutions (Kathanya Ndegwa and Oringo, 2020). | Descriptive Research Design   | Strategic responses has a positive effect on performance                                 | Contextual           | Influence of strategic responses on performance of Reliance Hospital.        |
| The effect of production automation on performance of tea companies on international levels (Tare, 2020)        | Correlational research design | Production automation reduces cost and improve performance of tea companies              | contextual           | Influence of production automation on performance of Reliance Hospital       |
| Strategic responses on the effectiveness of UNWFP in the context of South Sudan (Logwuru and Gitonga, 2019)     | Survey research design        | Statistically strong nexus between the two variables                                     | Geographical         | Influence of strategic responses on performance of Reliance Hospital         |
| E-payment system effect on collection of revenue by the Nairobi City County Government. (Ngeno,2018)            | Descriptive Research Design   | E-payment system resulted to higher revenue collection                                   | Contextual           | Examine influence of process automation on performance of Reliance hospital. |
| Influence of customer relationship strategies on customer retention. (Mecha, 2018)                              | Survey research design        | Statistically significant relationship between electronic banking and customer retention | Geographical         | Influence of customer responsiveness on performance of Reliance Hospital     |

|  |                                 |  |                |  |
|--|---------------------------------|--|----------------|--|
| The effect of training and development on the performance of Kakamega general hospital staff performance (Khaemba, 2017) | Cross sectional research design | Training and development has an effect on performance                | Geographical   | Examine the influence of training on performance of Reliance hospital        |
| Strategic responses on the performance of commercial banks in Mombasa County (Tangus and Omar, 2017)                     | Descriptive research design     | Strategic responses has a positive correlation on bank performance   | Methodological | Examine influence of strategic reponses on performance of Reliance hospital. |
| Generic strategies on firm's competitive advantage Omwoyo (2016)   | Descriptive research design     | Generic strategies has a significant effect on competitive advantage | Contextual     | Examine influence of strategic reponses on performance of Reliance hospital. |
| Customer retention techniques and performance of firms (Muriithi, 2015)  | Descriptive research design     | Customer retention had no effect on performance                      | Geographical   | Influence of customer responsiveness on performance of Reliance hospital     |

Source: Researcher (2022)



## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter presents research methodology to be used in the study that will be used in the research endeavor. The population of the study, sample size, data collecting, procedures, data processing, and presentation are all examples of research methodology.

### **3.2 Research Design**

This research used a case study research design which was carried out at the Reliance Hospital in order to examine the influence of strategic response on performance. The design is appropriate since it enables for an in-depth examination of the subject of Strategic responses used in countering the consequences of the Covid 19 Pandemic. A case study, according to Kothari (2004), entails a thorough assessment of social unit, institution, family or entire community and emphasizes the depth rather than the breadth of the investigation.

### **3.3 Data Collection**

The primary data was gathered with the help of an interview guide. The nature of the data to be collected was qualitative, and the researcher had an opportunity to clarify any unclear issues through the interview guide. Following an appointment with the CEO, senior doctors, senior nurses, finance manager, and human resource manager, the researcher conducted the interview. The interview guide was semi-structured, which means that some questions had definite answers while others will be ambiguous.

### **3.4 Operationalization of Research Variables**

This section discusses the Operationalization of Research Variables. It involves identifying the main concepts, choosing variables to represent each of the concepts and selecting indicators for each of your variables. This is presented in the table below.

**Table 4.1: Operationalization of Research Variables**

| <b>VARIABLE</b>                           | <b>Operational Indicators</b>   | <b>Measurement</b>       | <b>Measurement scale</b>    | <b>Data Collection Tool</b> | <b>Data Analysis</b> |
|---|---|--------------------------|-----------------------------|-----------------------------|----------------------|
| <b>Independent</b><br>Strategic Responses | <ul style="list-style-type: none"> <li>• Process automation - Information technology</li> <li>• Improved electronic service</li> <li>• Customer satisfaction</li> <li>• Meeting customers' needs</li> <li>• Staff training-number of trainings per year</li> <li>• Skills and experience</li> </ul> | Mention of the construct | Categorical data(opinions)  | Interview Guide             | Content analysis     |
| Performance                               | <ul style="list-style-type: none"> <li>• Profitability</li> <li>• Customer Satisfaction</li> <li>• Continuous Learning &amp; Growth</li> <li>• Access to funds and loans</li> </ul>   | Mention of the construct | Categorical data (opinions) | Interview Guide             | Content analysis     |

Source: Researcher (2022)

### **3.5 Data Analysis**

To gather the necessary information, data was collected, prepared, and examined using descriptive statistics and regression analysis. Data collection is edited, coded, categorized, and tabulated as part of data processing (Kothari, 2004). The study adopted a content analysis approach for data analysis. Content analysis is a research tool used to determine the presence of certain words, themes, or concepts within some given qualitative data. Therefore, the study analyzed the meanings and relationships between key concepts and themes to understand the impact of strategic responses on performance of Reliance Hospital in Nairobi.

## **CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION**

### **4.1. Introduction**

The fourth chapter presents data analysis, results, and discussion of the findings. The data was collected using an interview guide and analyzed using content analysis. The data collected was analyzed and interpreted based on the study's objectives which is to examine the impact of strategic responses on the performance of Reliance hospital in Nairobi.

### **4.2. Demographic data**

The respondents comprised of top management at Reliance Hospital in Nairobi. They included top ranking officers working in the Medical Records department, Intensive Care Unit, Pediatric Care Unit, Emergency Unit, Pharmacy Unit, Physical Therapy Unit, human resource and finance departments. This group was chosen as they are in charge of formulating, and implementing strategies of an organization. Additionally, all the respondents had worked in the hospital for more than five years and had risen through ranks

### **4.3. Environmental Factors**

The respondents indicated that turbulent environments influence the performance of Reliance hospital to a very great extent. They listed different internal and external environmental factor that influence the performance of the hospital. One respondent explained that the political and legal environment in Kenya was unpredictable as it frequently kept changing and it has affected hospital both negatively and positively. The respondents explained that the hospital's policies, certifications, and procedures always evolve with time and with changes in government compliance. Another respondent indicated that political instability in Kenya, moreso during elections period, has made the hospital to be flexible and adaptable in that they are ready to change their operations at any time to cope with the political environment.

Another turbulent factor listed was the Kenyan economic situation which influenced the performance of the hospital. The respondent claimed that the hospital has suffered financial losses as a result of the fluctuating exchange rates, particularly when it comes to importing supplies. The responder further clarified that due to the unstable and unpredictably changing economic conditions in the nation, the hospitals' revenues had been adversely impacted. These

reasons included the circulation of money, current income, credit availability, debt, and inflation.

The respondent also indicated that Socio-cultural environment supported the hospital in managing marketing output, supplies and the staff. They explained that the socio-cultural environment provides guidelines to the managerial functions of a firm like finance, human resources, production management and marketing. This was attributed to changes in customs, traditions, education, tastes, and preferences of the customers. One respondent explained that the customers look for value for their money as they are well aware of their rights unlike years ago. Therefore, the hospital has the responsibility of ensuring the customer's expectations are met failure to which will results in loss of business and even sometimes lawsuits.

Most of the respondents emphasized that changes in technology influenced the performance of the hospital. One respondent pointed out that the health care industry thrives on technology. Another retaliated that the role of technology in healthcare has reformed hospital management, patientcare, innovation, and made predicting treatment based on data easy. They explained that adopting new technology has supported the hospital to offer faster and more accurate treatment. However, Reliance Hospital still needs to invest in advanced machines and equally qualified physicians and technicians to improve current systems, make the physician's work easy, and enhance patientcare by reducing human error. Another respondent indicated that advanced technology provided immediate care management and supports reduced casualties during emergencies by giving real-time access to the history of the patient. In the end all the respondents agreed that the change in technology has brought with it many challenges as it is advancing every day and what was referred as latest technology yesterday could become obsolete today and hence a lot of cost is experienced in trying to keep up with the latest technology.

The hospital was seen as facing its biggest challenge from the industry's growing competition. The respondents indicated that the industry was more flooded compared to a decade ago. They explained that their competitors were offering similar services to them and hence standing out in the industry had become quite hard. Another participant outlined how the market is today quite competitive and offers patients seeking care a wide range of possibilities. Additionally, private practices are always developing new goods and services, some of which provide their clients particularly exclusive services, individualized care, and privacy—all of which the majority of clients value highly.

The first internal factor mentioned that affected the performance of the hospital was leadership instability. One respondent declared that good leadership was important to the hospital as it promotes continuous development of the skills, knowledge, and abilities of staff in order to advance the quality of patient care, patient experience, compassion and safety. Another added that the hospital consistently rewards, motivates, and encourages innovation. They also indicated that good leadership supports the management to set objectives and goals for the hospital, plan, manage finances and monitor budgets. Lastly, they explained how in the past poor leadership had caused communication problems, structural weakness, poor teamwork, lack of accountability and formulation of unclear organizational goals.

Organizational structure was listed as an internal factor that influenced the performance of the hospital. The respondents explained that the hospitals use a functional structure to execute their responsibilities and achieve their objectives. Therefore, it is crucial to have and understand an organizational structure. The respondents indicated that the hospital had a board which makes high-level decisions. The board was the highest command and was made up of experts in different fields and also clergy. Next in line were executives that manage the organization, make financial decisions, and oversee business strategy. There is also the departmental administrators reporting to hospital administrators who manage all operations of the hospital. Fourth in command are supervising physicians and nurse managers who are in charge of patient care, then lastly there was the hospital workers who are service providers.

Human Resources was also listed as a factor that is crucial in meeting the current and future performances of the hospital. The respondent indicated the hospital had made human resource development a continuous process so as to improve the competence and caliber of all employees. In addition, this was done to impart requisite skills through training and changing the employee's behavioral patterns towards achieving organizational sustainability, effectiveness and growth. One respondent explained that the quality of the human resources in the hospital had given them a competitive advantage over both public and private hospitals. Another added that the hospital is focused on acquiring, developing, and retaining their human resources in a way that not only are they useful and valuable but are also assets for the present, future. The respondent indicated that the hospital had developed a health training framework and come up with programs to ensure development of the staff.

Additionally, having adequate supplies was listed as another internal factor that influenced the Performance of the Hospitals. Adequate drugs, medical supplies and equipment are key to

providing quality patient care which contributes highly to health care cost. One respondent explained that the medical services demand was beyond the hospital's capacity, giving an example of the limited healthcare resources in the hospital but still patients' expectations being high. There was also limited access to some medicines. Therefore, to avoid available limited resources, the hospital makes informed choices on purchases so as to meet priority health needs. There is a wide range of items and brands to choose from which may lead to acquisition of technically unsuitable or inappropriate items. Some may be incompatible with already existing equipment's or lack readily available spare parts and consumables. Therefore, the hospital has a procurement department that manages medical supplies and equipment, and effectively store and control stock.

The respondents also listed Patients' socio-demographic factors as an internal factor that was influencing the operation of the hospital. One respondent indicated that language barriers was a key issue that hindered effective communication between physicians and patients. If there is a miscommunication between the physicians and patients, it becomes hard to explain the treatment process to a patient and even harder for patients to follow prescriptions or doctor's orders. Another added that physicians should be mindful and sensitive to patients' culture. This knowledge can help the physician communicate better with patients and gain trust.

Lastly, the respondents indicated that patient involvement and cooperation was a factor that influenced the performance of the hospital. Patient involvement and cooperation also influences medical services quality. One respondent indicated that most patients were not following medical orders even after the hospital had given the best services. They explained that treatment outcomes depend on a patient's ability to provide useful information and collaboration with clinicians. A respondent gave an example of how they had clarified to a patient that the prescribed medicine could cause bleeding hence they should make known if they had a heart problem. However, the patient was not truthful. In some cases, this can make the Physicians' competence, Knowledge and skills be questioned. However, the respondents indicated that they were knowledgeable and committed and that patients' un-cooperation should not have people judging their work.

#### **4.4. Strategic Responses to Turbulent Environments Changes**

The respondents were asked to list ways they tried to deal with turbulent environments changes. The analysis clearly indicated that the hospital management recognizes that they cannot change

the external and internal environment and hence have put up strategies to counter challenges posed by the changing environment.

First and foremost, the Reliance Hospital has made it their priority to always strive to be a market leader to enable them set their business apart from the others in order to beat the ever emerging competition. They conduct competitor analysis as a strategic management practice so as to understand the strengths and weaknesses of the competitor in comparison to their own which can help in identifying a market gap. Another respondent explained that they strive to be a step ahead by providing quality products that are innovative and unique and hence delivering the best solution for customers. Reliance Hospital has differentiated itself in terms of having products and services for every Kenyan. It has products for both high income and middle-income earners. One respondent indicated that the hospital was also differentiating its product using quality, price and brand name. Differentiation manages costs while focusing on particular market segments which ensures high returns and larger market share.

The respondents indicated that the hospital was invested in attracting donor funding . This is aimed at mobilizing resources so as to increase the sources of funds. Therefore, Reliance hospital focuses on developing quality proposals by seeking expert assistance from reputable consultants in order to come up with winning proposals for funding. The Hospital also ensures that there is strong alignment between donor requirements and the Hospital goals, by sticking to the activities stipulated by the proposal and meeting the donor conditions for funding. One respondent clarified that attracting donor funding is affected by increased competition in the industry especially with the increasing number of NGO's. To gain a competitive edge and retain its niche, the institution has been forced to beef up its level of involvement with the community by refocusing on the community health programmes.

Additionally, the management is keen on the hospital's operations by ensuring low cost but remaining reliable and providing quality. One respondent explained that the hospital was achieving low-cost leadership by becoming the lowest cost provider in the industry. Management uses new and advanced technology in procurement, distribution, and inventory control therefore providing exceptional customer service while striving for continuous improvement. The study also found that the hospital had adopted a customer relationship management strategy. One respondent explained this strategy ensures that the hospital focusses on the target audience. The hospital's profitability is depended on its ability to identify, grow,



and retain customers that are profitable. Therefore, the hospital optimizes on satisfaction of the customers.

The respondent also indicated that the hospital tries as much as possible to follow all the policies and regulations of the government to the letter in order to avoid law suits which may harm the hospitals' reputation. The Hospital's strategy to counter any political or legal challenges is to work with the government and play their part in building the country by adhering to all rules and regulations set by the government. They also have implemented strategies to promote community welfare through providing education sponsorship and setting medical camps and training

To counter the social-cultural changes, the respondents reported that the management has capitalized on training the staff to deal with ever emerging issues and provide the customers with the best experience possible during any interaction. The respondents pointed out that the management realized that the needs, values, and priorities of patients are unstable. The managers at Reliance hospital therefore found the need to constantly adjust their management styles to meet these values and needs. This is done through continuous training of the staffs. The respondents said that the aim of the management is to create a relationship with their customers so that they are able to learn more about them in terms of the changing tastes and preferences, changing lifestyles among others to enable them give the best products and services for their targeted customer.

Furthermore, with the constant change in technology, the respondent reported that the hospital's management has chosen to look at the advancing technology as an opportunity rather than a threat. Their research department was reported to be always working on the latest technology constantly working on bringing the next best thing to the market. To accelerate this process, the respondents said that the hospital has been investing in state of the art equipment while constantly maintaining existing equipment to ensure the best for patients. This included upgrading the IT systems ensuring easy retrieval of data. "Modern facilities and equipment must go hand in hand with high quality" said one of the respondents. They explained that constantly advancing technology has enabled the hospital save time and money by conducting transaction, negotiation, and trade in real time, it has also facilitated the sharing of sensitive information about patient's conditions with expert doctors for consultation purposes.

Lastly, the respondents explained that the hospital uses advertising to gain an advantage in the industry. They explained that good marketing and advertising makes people aware of their products and services. It also attracts potential customers. Respondents further explained that rather than making advertisement that attack their opponents, they publicize their products. However, they are always examining how they can do better in advertising than competition or how to effectively advertise. The hospital's ads are clever and focus on specific markets. They are catchy in the eye of the public and sometime uses comparison to show that their product is superior. All this is done while taking care not to give the opponent free exposure and name recognition. A respondent explained that, in most situations, it is difficult to prevent competitors from attacking Reliance hospital in their advertisement. However, the attack may, in some cases, have a negative impact or in others it may give the hospital free exposure and name recognition.

#### **4.5. Discussions of the Results**

This section discusses the findings of the study. It summarizes the findings and compare it to existing work of literature. Some findings concur with existing works of literature while others do not.

##### **4.5.1 External and Internal factors**

The study found that turbulent environments influence the performance of Reliance hospital to a very great extent. The first external environmental factor that impacted the performance of the hospital was the constantly changing government policies and regulations which affected their operations either negatively or positively. The respondent indicated that the hospital's policies, certifications, and procedures evolve with time and with changes in government compliance. This finding concurs with Eniola and Entebang, (2015) who found that government policy has a significant influence on the performance of an organization.

They also found that the economic situation in Kenya was influencing their operation as it causes fluctuating exchange rates resulting to financial losses to the hospital mainly when dealing with imports necessities for the hospital. They also explained that inflation and the uncertain and unpredictable economy has impacted the hospitals revenues negatively. This is inline with finding by Ahmad et al., (2012) who established that macro environmental factors have a huge effect on hospitals

The study also found that technology influences the performance of the hospital. The respondents pointed out that health care industry thrives on technology and that adopting new technology has supported the hospital to offer faster and more accurate treatment. It has also reduced casualties by providing access to the history of the patient. Mithas and Rust (2016) asserts that advancement in technology greatly escalates the productivity of employees, profitability of the organization and in most cases, the overall performance.

The hospital was seen as facing its biggest challenge from the industry's growing competition. The respondents indicated that the industry was more flooded with institution offering similar services to Reliance hospital which has made standing out in the industry had become quite hard. This is inline with a study by Mulyaningsih et al. (2021), who concluded that the performance of an organization was influenced by its competitiveness.

They also listed leadership instability as an internal factor influencing the performance of the hospital. Good leadership was found to be important to the hospital as it promotes development of the skills, knowledge and capabilities of staff to advance quality of patient care and patient experience. It also encourages, motivates and rewards innovation supporting the achievement of set goals and objectives. Muriithi (2015) found that leadership had a causal and effect relationship on an organizational success. Leaders govern the values, and culture of the organization and also employee motivation.

Furthermore, analysis found that organizational structure was listed as an internal factor that influences the performance of the hospital. The respondents explained that the hospitals use a functional organizational structure of management to execute its responsibilities and achieve its objectives. This concurs with Tangus and Omar (2017) who indicated that a good organizational structure helps an organization to realize its full potential and have a clear understanding of its market needs.

Adequate supplies, Human Resources and patient involvement and cooperation were also listed as a factor that plays a key role in meeting the current and future performances of the hospital. These variables are key in achieving organizational effectiveness, sustainability and growth and it has contributed to the hospital being competitive over both public and private hospitals. Musau (2018) examines strategic responses by private hospitals in and concluded that Adequate supplies and Human Resources are fundamental for growth and development of an organization.

#### **4.5.2. Strategic Responses to Environmental Challenges**

The analysis clearly indicated that the hospital management recognizes that they cannot change the external environment and hence have put up strategies to counter challenges posed by the changing external environment. The findings agree with those of Ndung'u et al. (2014) who stated that organizations must come up with strategic responses that suits their needs.

The study established that the hospital enforces employee training and development to respond to environmental challenges. The Hospital conducts training and development for all staff and has a one-year plan for training and development which is always prepared in the last quarter of the preceding year. This has seen an improvement in the overall performance of the hospital. The findings concur with Pamulu (2010) who recommends training and empowering employees as competitively strong companies have qualified professionals.

Furthermore, the study also found that having a customer relationship management strategy had a positive effect on the performance of Reliance hospital. They explained that a good customer relationship management strategy ensures that the business focusses on the target audience and can be achieved by combining an understanding of the needs, values and behaviours of the customer, with the ability to engage a specific group of customers optimally on different touch points. Villanueva et al. (2007) found that a good customer relationship management strategy supports a company to advance customer satisfaction and establish a trusting relationship with its customers which develops a sustainable competitive advantages.

The study also found that product differentiation was a strategic response adopted by the hospital so as to gain a competitive advantage. This also helped manage costs while focusing on particular market segments. This is in line with finding by Muthiani (2013) who found that product differentiation is what gives a business a competitive advantage. The study also found that good marketing and advertising influenced the operations of the hospital positively. This is because it made people aware of the products and services the hospital was offering while attracting potential customers. This concurs with Phina (2020) who found that marketing and advertising positively influenced the performance of an organization.

Furthermore, analysis also revealed that the hospital has been investing in new equipment and constantly maintaining existing equipments to ensure that patients get the best care and experience. These findings concur with Muchiri et al., (2017) who found a positive correlation

between performance and technology strategies. This study findings also align with George et al., (2019) who found that situational analysis supports an organization in understanding both the external and internal environment. Its analysis is important in assisting firms to develop proactive strategies that enhance their performance and competitive position in the market. Findings of this study found that the hospital conducts competitor analysis as a strategic management practice so as to understand the weaknesses and strengths of the competitor.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presents the summary, conclusion and recommendations of the study. All this is based on the objectives of the study. This study sought to examine the impact of strategic responses on the performance of Reliance Hospital.

### **5.2 Summary of the Study**

This section presents the summary of the findings of the study. The findings are based on analysis that sought to examine the impact of strategic responses on the performance of Reliance Hospital.

#### **5.2.1 Environmental Factors**

The study found that there are different internal and external environmental factor that influence the performance of the hospital. The respondent recorded political and legal factors as having influenced the hospital both negatively and positively. Another turbulent factor listed was the Kenyan economic situation which have caused fluctuating exchange rates resulting to financial losses. According to the respondents, the purchasing power of their clients was influenced by economic factors like money circulation, current income, credit availability, and debt, and with inflation and the country's unpredictably unstable economic conditions, the hospitals' revenues had been negatively impacted.

The respondent also listed Socio-cultural environment as an external factor that influenced the operations of the hospital and, therefore, the hospital has the responsibility of ensuring the customer's expectations are met failure to which will results in loss of business and even sometimes lawsuits. Most of the respondents emphasized that changes adopting new technology has supported the hospital to offer faster and more accurate treatment. It has also reshaped patientcare and hospital management, optimized current systems, put ease in physician's work, and overall improved patient care by reducing human error. Furthermore, the respondents indicated that increasing competition from other players in the industry was a major challenge for the hospital. With many hospitals offering similar services, while others were offering many different options for patients seeking care, it was becoming hard to be a leader in the industry.

In addition, the respondents explained that good leadership was important to the hospital as it promotes development of skills, knowledge and capabilities of staff to improve quality of patient care and experience. They also explained that the hospital had a well-designed organizational structure made up of different layers of management to execute their responsibilities and achieve their objectives. Further probing revealed that human resource development was a continuous process that sort to improve the competences and caliber of employees. Lastly, patient socio-demographic factors and patient involvement and cooperation was listed as a factor that influenced the quality of medical services and generally the performance of the hospital.

### **5.2.2 Strategic Responses to Turbulent Environments Changes**

The respondents were asked to list ways they tried to deal with turbulent environments changes. The respondents indicated that the hospital made it their priority to always strive to be a market leader to enable them set their business apart from the others in order to beat the ever emerging competition in the industry. They also conduct competitor analysis as a strategic management practice so as to understand the weaknesses and strengths of the competitor. Further probing revealed that the hospital strive to be a step ahead by providing quality products that are innovative and unique and hence delivering the best solution for customers. They have products for both high income and middle-income earners.

Analysis found that the hospital was invested in attracting donor funding hence their purpose to develop quality proposals. They achieve this by seeking expert assistance from consultants to develop funding proposals. The Hospital also ensures that there is strong alignment between donor requirements and the Hospital goals, by sticking to the activities stipulated by the proposal and meeting the donor conditions for funding. Reliance hospital also uses cutting-edge technology in procurement, inventory and distribution control which provides superior customer service. The hospital has also adopted a customer relationship management strategy to ensure that the hospital can identify, grow, and retain profitable customers. Therefore, the hospital optimizes on customer satisfaction to develop a relationship of trust with its customers.

The respondent also indicated that the hospital tries as much as possible to follow all the policies and regulations of the government to the letter in order to avoid lawsuits which may harm the hospitals' reputation. To counter the social-cultural changes, the respondents reported that the management has capitalized on training the staff to deal with ever emerging issues and

provide the customers with the best experience possible during any interaction. Furthermore, the respondents explained that the hospital uses advertising to gain a competitive advantage in the industry. They explained that good marketing and advertising makes people aware of their products and services. It also attracts potential customers.

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

The hospital is greatly affected to an extent by both external and internal factors. This includes political, economic, technological and legal factors, organizational structure, leadership, and availability of drugs and medical equipment. Therefore, the hospital is tackling the changes by; investing in income generating activities to boost revenues, investing in increased technological innovations, improving its physical infrastructures, strengthening its financial management systems, resource mobilization through proposal writing and training employees to achieve quality patient care and satisfaction.

The study concludes the hospital's management need to use their brand names for cultivation of customer loyalty, to gain a competitive positioning and for improved performance. This will help to maintain its market position and market share in the industry. They should also have real time strategic responses that facilitate the hospitals preparedness in handling the impending issues to enable the hospital to realize effective and efficient service delivery. Additionally, the study concludes that hospitals should train their employees as this can reduce staff turnover and lower maintenance costs by reducing equipment breakdowns. The hospital should also follow all government policies and regulations to the letter in order to avoid lawsuits which may harm the hospitals' reputation. Lastly, the study concludes that using advertising has given the hospital an advantage in the industry.

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

The study recommends adopting strategic responses to the turbulent environment as this positively influences the performance of the hospital. Some of the strategic responses found to positively influence the performance of the hospital include investing in new technologies, differentiation of products, training of employees, attracting donor funds, and following government policies to the latter.



The study recommends that the hospital should be proactive and ascertain long-term sustainability of its mission and services by embracing innovative approaches to health care financing. A well-formulated mission of what a business would like to achieve has been proven to drive dollars in company value.

The hospital should also pay attention to their human resources by striving to learn from best practices adopted by others in the industry. Appropriate human resources management is vital in providing and delivering high quality health care services. Effective strategies for human resources management are closely linked to the objectives and mission of a business making them important to achieving organizational goals.

To have a competitive edge in the industry, the hospital should develop and maintain good customer relationship policies. This should promote customer loyalty and satisfaction. This is because the profitability of the hospital is dependent on its ability to grow and retain profitable customers. The policies should be patient-centric perspective

Additionally, they should develop partnerships with health financing initiatives and professionals in various specializations to ensure the patients have access to specialized medical services. Lastly, the institution should strongly engage advisory services to help it make better and more informed decision when sourcing funds.

## **5.5 Implication of the Study**

### **5.5.1 Implication to Theory**

This study will contribute to existing theories of strategic management by supporting the claims of the theories supporting this study. This will strengthen the theories while increasing their applicability. The study may in some cases refute the theories assumptions which recommends an evaluation and improvement of the theories. This study will also contribute to existing literature in this field and scholars may refer to it to make more informed analysis.

### **5.4.2 Implication to Managerial practice**

Additionally, not only will this research contribute to private hospital practices but also to public ones. It will explain how strategic responses impact the performance of hospitals. Therefore, hospitals can develop strategic responses that enable them to deal with changes in

the environment and improve their performance. The research also provides recommendations the hospital can adopt to improve performance.

### **5.4.3 Implication to Policy**

Lastly, the study will have implications on the policy implementation for hospitals. It provides an understanding on the strategic responses that influence the performance of hospitals to policy makers. Understanding how on how strategic responses relate to performance of hospitals enables policy makers to come up with appropriate policies that contribute to improved performance.

### **5.6 Limitations of the Study**

The time taken to collect data was short. Additionally, accessing the respondents was a challenge for the researcher as many were very busy. Some were not willing to provide the information for fear of being victimized and fears that they were giving a competitor information. However, after assuring the respondents that their responses will be treated with confidentiality and will only be used for academic purposes, some softened their hearts. The study was also limited to examining strategic responses that influence the performance of Reliance hospital which limits the study's focus and generalization of the findings.

### **5.7 Areas Suggested for Future Research**

The study recommends similar research to examine strategic responses that influence the performance of all hospitals. The study also recommends a comparison with other hospitals in other countries. This will help understand why some healthcare systems do better than the one in Kenya. This study can also be carried out for other sectors.

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**APPENDICES**

**Appendix I: Introduction Letter**

Date: .....

To Senior Officers

.....

**Reliance Hospital.**

Dear Sir/ Madam,

**RE: CONSENT FOR PROVISION OF ACADEMIC DATA**

I am an MBA student at University of Nairobi undertaken a study aimed at **“Establishing impact of strategic responses on performance of Reliance Hospital”**

I am humbly requesting that you take part in this exercise as this will further facilitate me towards completing my study. The research is strictly for purposes of the abovementioned degree and no references will be made with respect to you or your work place as only the general findings will be document upon completion

Thank you

ABDIRIZAK A JELLE

## AppendixII: University Introduction Letter



**UNIVERSITY OF NAIROBI**  
**FACULTY OF BUSINESS AND MANAGEMENT SCIENCES**  
**OFFICE OF THE DEAN**

---

Telegrams: "Varsity",  
Telephone: 020 491 0000  
VOIP: 9007/9008  
Mobile: 254-724-200311

P.O. Box 30197-00100, G.P.O.  
Nairobi, Kenya  
Email: [fob-graduatestudents@uonbi.ac.ke](mailto:fob-graduatestudents@uonbi.ac.ke)  
Website: [business.uonbi.ac.ke](http://business.uonbi.ac.ke)

---

Our Ref D61/11655/2018

October 25, 2022

### TO WHOM IT MAY CONCERN

RE: INTRODUCTION LETTER: ABDIRIZAK AHMED JELLE

The above named is a registered Master of Business Administration Student at the Faculty of Business and Management Sciences, University of Nairobi. He is conducting research on: "Impact of strategic responses on performance of Reliance Hospital in Nairobi."

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the Project.

The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.

A handwritten signature in black ink, appearing to read 'Philip Mukola'.

**PHILIP MUKOLA (MR.)**  
**FOR: ASSOCIATE DEAN, GBS & R**  
**FACULTY OF BUSINESS AND MANAGEMENT SCIENCES**

PM/mi



### **Appendix III: Interview Guide**

This Interview Guide seeks information on strategic responses employed and their impact on Reliance Hospital performance. The information you provide will be used for academic purpose only.

#### **Section A: General Information**

Which department are you in?

What is your position in the hospital?

How long have you been working with the hospital?

#### **Section B: COVID 19 Impact on Reliance Hospital**

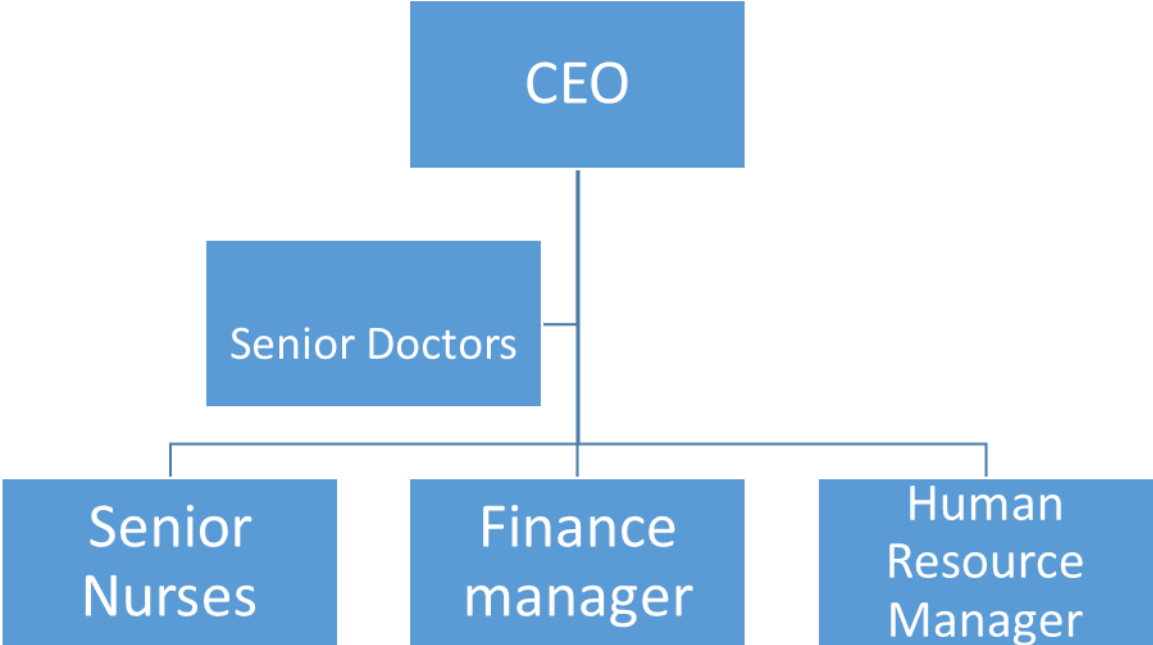
1. Do you consider turbulent environments to influence the performance of Reliance hospital?.
2. Have you been affected by turbulent environments changes at Reliance hospital?.
3. In what ways have you tried to deal with turbulent environments changes?

#### **Section C: Strategic responses of the organization**


4. Which strategies have been put into place to deal with turbulent environments?
5. Has your organization tried to go adopt strategic responses in order to deal with turbulent environments? If yes how effective did you deal with the problems.
6. Has Reliance hospital adopted strategic automation strategies in order to achieve sustainable performance?. If yes how effective were strategic automation strategies
7. Has Reliance hospital adopted customer responsiveness strategies? If yes how effective did it deal with the environmental problem
8. Explain how Reliance hospital adoption of staff training strategies has impacted on improving its performance

9. Discuss how Reliance hospital adoption of financial restructuring strategies has impacted on its performance
10. How does Reliance hospital measure its performance to ensure that despite turbulent operating environment it's still able to meet its goals and objectives?.

**Appendix IV: Organizational Chart**



## Appendix V: Supervisor Allocation Form



**UNIVERSITY OF NAIROBI**  
**SCHOOL OF BUSINESS MASTERS PROGRAMME**  
**MBA PROPOSAL/PROJECT SUPERVISION ALLOCATION FORM**

---

**SECTION A: (To be completed by the student)**

Name of student: ABDULRAHMAN ABUD JELLE Reg. No.: DB1/1165/2018  
 Department: STRATEGIC MANAGEMENT

**Specialization (Tick as appropriate)**

|  |                                     |
|--|-------------------------------------|
| (i) Marketing                              | <input type="checkbox"/>            |
| (ii) Human Resource Management             | <input type="checkbox"/>            |
| (iii) Strategic Management                 | <input checked="" type="checkbox"/> |
| (iv) International Business                | <input type="checkbox"/>            |
| (v) Insurance/Risk Management              | <input type="checkbox"/>            |
| (vi) Entrepreneurship                      | <input type="checkbox"/>            |
| (vii) Finance                              | <input type="checkbox"/>            |
| (viii) Accounting                          | <input type="checkbox"/>            |
| (ix) Operations Management                 | <input type="checkbox"/>            |
| (x) Management Information Systems         | <input type="checkbox"/>            |
| (xi) Procurement & Supply Chain Management | <input type="checkbox"/>            |

Mobile phone: 0724319720 Email: abdulrahmanjelle@yahoo.com

Proposed Title of Study: Strategic responses employed in combating the effects of Covid 19 pandemic. A case study of Palliance Hospital Limited.

Name of Preferred Supervisor(s): (i) DR. GATHUNGI (ii) PROF. ODUU (iii) PROF. AOSA

Signature of student: [Signature] Date: 26/04/2021

---

**SECTION B: (For Official Use only. To be completed by the Department)**

**I) Name of Supervisor Allocated:**

Supervisor: Dr. Gathungi Mobile No.: \_\_\_\_\_  
 Co-Supervisor (If any): \_\_\_\_\_ Mobile No.: \_\_\_\_\_  
 Moderator: Prof. Ogutu Mobile No.: \_\_\_\_\_

Proposal Presentation/Submission Dates:  
 Proposal Presentation: \_\_\_\_\_ Oral Defence: \_\_\_\_\_ Project Report Submission Date: \_\_\_\_\_

**II) Approved by Thematic Coordinator:**

Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Approved by Chairman of Department:**



Name: D. F. Muriuki Signature: [Signature] Date: 26/04/2021

**CHAIRMAN**  
 BUSINESS ADMINISTRATION DEPT.  
 UNIVERSITY OF NAIROBI  
 P. O. BOX 30197, NAIROBI.

**NOTE:**

1. A student shall not commence proposal writing before allocation of University supervisor.
2. Original Transcript, Fees Statement and Synopsis should be attached to this form. This form is available in the Department, SOB website or Ambank House. Students get their copy later from the Department after allocation is done.
3. The approved copy of this form must be attached to the proposal when submitting for moderation and presentation and when submitting the final project.
4. Original to be filed in the Department.
5. Turnitin report **MUST** be attached to the proposal when submitting for moderation, presentation and when

## Appendix vi: Research permit

|   |  |
|---|--|
| <br>REPUBLIC OF KENYA  | <br>NATIONAL COMMISSION FOR<br>SCIENCE, TECHNOLOGY & INNOVATION |
| Ref No: 296827  | Date of Issue: 29/November/2022  |
| <b>RESEARCH LICENSE</b>   |  |
|    |  |
| <b>This is to Certify that Mr.. Abdirizak Ahmed Jelle of University of Nairobi, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: Impact of strategic responses on performance of Reliance Hospital in Nairobi for the period ending : 29/November/2023.</b> |  |
| License No: NACOSTI/P/22/22470  |  |
| 296827  |   |
| Applicant Identification Number   | Director General<br>NATIONAL COMMISSION FOR<br>SCIENCE, TECHNOLOGY & INNOVATION  |
|   | Verification QR Code   |
|   |   |
| <b>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</b>  |  |
| <b>See overleaf for conditions</b>  |  |

## Appendix vii: Plagiarism Report



21<sup>ST</sup> NOVEMBER 2022.

IMPACT OF STRATEGIC RESPONSES ON PERFORMANCE OF  
RELIANCE HOSPITAL IN NAIROBI by ABDIRIZAK AHMED JELLE  
D61/11655/2018

### ORIGINALITY REPORT

|                                |                                |                           |                             |
|--------------------------------|--------------------------------|---------------------------|-----------------------------|
| <b>13%</b><br>SIMILARITY INDEX | <b>13%</b><br>INTERNET SOURCES | <b>1%</b><br>PUBLICATIONS | <b>5%</b><br>STUDENT PAPERS |
|--------------------------------|--------------------------------|---------------------------|-----------------------------|

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| <b>1</b> | <a href="http://erepository.uonbi.ac.ke">erepository.uonbi.ac.ke</a><br>Internet Source           | <b>4%</b>     |
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| <b>3</b> | <a href="http://pdfs.semanticscholar.org">pdfs.semanticscholar.org</a><br>Internet Source         | <b>1%</b>     |
| <b>4</b> | <a href="http://ir-library.ku.ac.ke">ir-library.ku.ac.ke</a><br>Internet Source                   | <b>1%</b>     |
| <b>5</b> | <a href="http://www.iajournals.org">www.iajournals.org</a><br>Internet Source                     | <b>&lt;1%</b> |
| <b>6</b> | <a href="http://uir.unisa.ac.za">uir.unisa.ac.za</a><br>Internet Source                           | <b>&lt;1%</b> |
| <b>7</b> | Submitted to Mount Kenya University<br>Student Paper  | <b>&lt;1%</b> |
| <b>8</b> | <a href="http://repository.embuni.ac.ke">repository.embuni.ac.ke</a><br>Internet Source           | <b>&lt;1%</b> |

Submitted to Kenyatta University