

STRATEGIC MANAGEMENT PRACTICES AND PERFORMANCE OF PUBLIC HOSPITALS IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT

Strategic management practices remain important, regardless of the size of the organization. Performance depends on the external climate and how assets are adjusted internally to take advantage of opportunities and fill their shortages. The medical field is an integral part of a fast-growing economy as it speaks to the well-being and livelihoods of the country. Despite their importance, strategic producers are not focused on their organizational execution, and information on their productivity and validity is limited and lacking. This study therefore aimed at determining the influence of strategic management practices on the performance of public hospitals in Nairobi City County, Kenya. The survey objectives were; to assess the influence of planning practices on performance of public hospitals, to determine the influence of implementation practices on performance of public hospitals and to find out the influence of evaluation practices on performance of public hospitals in Nairobi City County, Kenya. The study was guided by the Management by Objectives Theory and Resource Based View Theory. A descriptive survey research design was utilized in this survey. The survey targeted 1500 employees working at public hospitals in Nairobi City County. Stratified random sampling was utilized in selecting 150

employees. The questionnaire was used for data collection. Pilot study was carried out to enhance validity and reliability of study tools. The collected information was edited, cleaned and coded into statistical package for social sciences for analysis. Quantitative data was analyzed descriptively and inferentially. The analyzed data was displayed through frequency tables, percentages, charts and graphs. From the findings, it noted that planning practices, evaluation practices and implementation practices significantly affect the performance of public hospitals. Also, the results showed that the coefficient of adjusted R^2 was 0.826, or 82.6 percent. This demonstrates how planning practices, evaluation practices and implementation practices can together account for 82.6% of changes in the performance of public hospitals. The study comes to the conclusion that strategic management practices like planning practices, evaluation practices and implementation practices have a statistically significant impact on how well public hospital perform. The study recommends that the top management of the firm should take into account adopting strategies like investing more funds to physical and human resources. To create long-lasting gains, organizations must carefully consider the tactics they intend to implement.

INTRODUCTION

Strategic management practices are top management exercises that include the association's mission, vision, ideas, goals, guiding principles, procedures, and decisions that work in concert with the strategy. This includes the development and implementation of long-term plans for the implementation of competent associations. The practice of strategic management as an effective tool for enhancing the exhibition of medical services has become an interesting topic. Strategic management has been promoted as one of the viable management tools to enhance club execution through compelling directions and systematic strategic development and implementation (Ginter, Duncan & Swayne, 2018).

Strategic management is also an important idea for welfare foundations associated with various institutions (Mikkelsen & Olsen, 2018). Healthcare facilities need key management ideas to put themselves in harsh climates, analyze internal and external climates, distinguish between organizational quality and defects, and identify dangerous components of the facility and prospects may open their doors to an open organization. Despite the idea of globalization and the competition that accompanies this, healthcare organizations, like other organizations, are beginning to provide more substantive discussions, important independent directions, and important discussions (Berberoglu, 2018).

Public health facility performance was divided among researchers. Mousa and Othman (2020) portray that hospital's performance in terms of costs, bed occupancy, mortality, financing, licensing, development and asset procurement. This study acknowledges that these measures must be generalizable. Moons, Waeyenbergh, and Pintelon (2019) understand that clinic management is not very similar to assembly company management. In addition, public hospitals have poor practices than private hospitals. In public hospitals, managers need to make the decision to generate the best expectations of patient care and achieve the economic outcomes estimated by additional traditional measurements such as profitability, population number. As a result, the important decisions made by the clinic director have impressive results. Healthcare organizations raise board-specific challenges because hierarchical leaders need to consider factors such as patient enrollment in management, reliability, and the nature of care. Hospitals of various buyer associations are aware of these factors, as disappointment can be fatal, even to a limited extent. Hospitals are also further recognized through a variety of preparations, encounters and involvement. In essence raises questions about collaboration (Duque-Urbe, Sarache & Gutiérrez, 2019).

Globally, strategic management practices play an increasingly important role in the association's key utility areas, including advertising, accounting, quality support delivery, talent management executives, and data committees (Teece, 2019). Kumar (2021) conducted a survey on well-thought-out involvement in practice in a comprehensive methodology involving multi-practice

groups at all levels of the Indian Association, with designation and advice on involvement in the implementation of the strategy which is compelling than utilization of designation or consultancy. Du and Chen (2018) analyzed the implementation and goal achievement of strategic plans for Chinese assembly companies and argued that system execution was somewhat fruitful due to the vast resources accessible and cycled.

Proper strategic management practices, association can avoid climatic turmoil, establish links between clubs and their current situation, and establish goals, values, external environment, resources, hierarchical design, and frameworks. Strategic management techniques contribute to execution by providing critical data, better understanding the environment, and reducing vulnerabilities. A company's performance needs to be able to measure recommendations for adequacy, competence, and natural commitment, process duration, efficiency, waste reduction, and management consistency. Performance metrics related to how a particular request is handled or a performance demonstration. To achieve something effectively; incorporating information when it is available is an important perspective for the association.

The healthcare industry is dynamic in the world represented by new infectious designs. State-of-the-art innovation; fugitive needs; actual framework conditions and various workforce requirements (Gaturu & Oigo, 2018). Hospitals are a major brand of health care and are the basis for the development of a healthy population. Strategic business practices are associated with unparalleled and authoritative practice and have become one of the most significant areas of leadership. Nevertheless, researches have shown conflicting outcomes. Issack and Muathe (2017) recommend that important governance samples account for 59.9% of the service diversity of public health facilities in Kenya.

Strong strategic management capabilities are essential to the realization of relationships. This allows you to combine current seconds and long-range capabilities to read compasses that closely match both dynamic internal and external conditions (Karimi & Kavindah, 2021). There is no relevance in the vacuum. The link between the internal and external environment is a strategy. Changes in common needs, political trends, legislatures, monetary conditions, and resident assumptions can change the combination of program commitment and wealth desires. Strong strategic management capabilities are required to anticipate and adapt to change.

In Kenya, strategic planning and implementation is a legal requirement for state-owned institutions and enterprises. The Kenyan authorities' improvement strategy is driven by the need to realize Vision 2030, a blueprint aimed at transforming the country into an industrialized mid-sized country (Nyamboga & Gongera, 2014). Therefore, the organization is obliged to participate in the essential management cycle of the methodology, evaluate its issuance, realize a compelling execution system, and avoid the disappointment of the executed technique due to incompetence.

The Kenya Health Sector strategic plan is guided by the Vision 2030. The objective of the strategic plan was to build capacity of the health sector and decentralize health services to ensure every citizen can access healthcare. This was designed to be achieved through: capacity building in decision making and resource allocation, review and realign health package and community based services, strengthen referral system, and promote strategic management practices.

The Ministry of Health (MOH) is responsible for health and hosts all public hospitals providing health care services to the Kenyan citizens. The Ministry of Health arranges public hospitals according to the points such as the range of services, the scale of clinics, and the number of beds. Other secondary attributes that are also used to characterize the office include the scope and size of the Foundation and the size of the target population. The public hospitals in Nairobi City County include national referral hospital, county hospitals and sub-county hospitals.

A national referral hospital is one that is established under the State Corporation Act Cap 446 to provide therapeutic, diagnostic and rehabilitative services. The referral hospital receives patients who are referred from other hospitals located within or outside Kenya, provide learning facilities for students who aspire to be doctors, nurses or pharmacists. A national referral hospital such as KNH plays a critical role in assisting the development of health care services by providing feedback to practitioners in the lower level hospitals.

The county hospitals are mandated to act as referral hospitals for the district hospital. PGH maintain quality standards, act as oversight bodies during the implementation of the health policy, coordinate and control all health activities at the district level. The county hospitals have paediatricians, mid wives, surgeons and medical physicians who provide services in their fields of specialization. The county hospitals serve as training institutions for health care personnel such as nurses and interns who are medical officers.

Statement of the Problem

The performance of public health facilities in developing and undeveloped countries raises concerns among both healthcare providers and healthcare users. There are many studies examining the area of general well-being (Afonina, 2015). Most general welfare offices in Kenya are dissatisfied with the quality of service delivery as a percentage of the organization's performance and have been found to prevent them from providing productive control to their patients (Wambugu, 2017). Appropriate activities have been proposed to mitigate the dreaded situation, but with little success. This study suggested expanding the scope of the relevant execution estimates to include non-financial aspects. Healthcare organizations pose specific challenges to the board because hierarchical leaders need to consider factors such as patient enrollment, credibility, and the nature of care. These components are recognized by clinics in different communities of buyers, as disappointment here can lead to loss of life, even to a limited extent.

It is acknowledged that strategic management practices affect the performance of an organization. Ojera et al. (2011) established a noteworthy effect on corporate performance from belief management practices in the sugar business. Also, Kuye (2013) established a great positive link between important management samples in Nigeria and the organization execution of assembly companies. Nevertheless, the focus of research to date has been limited to the practice of strategic management in mission hospitals. Theuri et al., (2014) concentrated on key determining factors of significant worth expansion in the seafood company in developing nations and suggested further examination concentrates on in different industries. This survey is consequently persuaded by this suggestion and is an endeavor to do an exploration concentrate on in the public hospitals on impact of strategic management practices on performance of public hospitals.

Objectives of the Study

- i. To assess the influence of planning practices on performance of public hospitals in Nairobi City County, Kenya
- ii. To determine the influence of implementation practices on performance of public hospitals in Nairobi City County, Kenya
- iii. To find out the influence of evaluation practices on performance of public hospitals in Nairobi City County, Kenya

LITERATURE REVIEW

Theoretical framework

The study was directed by Management by objectives theory which is also called Management by planning (MBP). The hypothesis was created by Peter Drucker in 1954. Leaders by Goals is the implementation of a management approach that seeks equality between workers' goals and their affiliation goals. Drucker (2005) biased why sufficiency was characteristic of both old schools and schools of relationships administration and was considered to be the expected result. According to Drucker, feasibility was a higher need than aptitude and the basis of all possessions.

The epitome of Peter Drucker's core rule is to select common goals, analyze the results, empower development, empower people, and establish scrutinized but achievable goals. The Goal-by-Goal Board addresses certain types of attribution expressed to leaders and their representatives (Antoni, 2005). The MBO relies on the consideration that various ordered progressions need to be created within the affiliation. There was a need for engagement. Engagement allows leaders to focus on new trials and advances that contribute to improvement and their goals. The MBO is changing to a framework in which the purpose of the association is agreed and selected by the association and workers. In this way, representatives can help them understand what is projected on them and set their own goals. In this way, they achieve not only the goals of the association, but also their own goals.

This theory is applicable to public hospitals. because the administrator of public hospital, along with its representatives, is the most capable way to achieve its key goals and visions by integrating internal boundaries through an assessment of business, people, design and culture. Because you can study. Uninterrupted circles help improve the execution of associations. Task evaluation improves and provides an acceptable opportunity to identify work types, expected work processes, skill gaps, and prices. A personal assessment at the club provides recognizable evidence of representative spirit, qualities, and trends. Cultural assessments help provide visible evidence of norms, values, beliefs, and management styles. In addition, the association design supports the evaluation of dynamic infrastructure, division of labor, areas of control, and staff lines.

Empirical Review

Planning practices

Sophia and Owuor (2015) analyzed what strategic planning exercises mean for the development of the Kenya Medical Research Institute (KEMRI). Considering the descriptive study design, a stratified random sampling method was used to identify 200 KEMRI staff and individuals from various surveillance groups. The sample size of 50 respondents has been reached. The survey was designed to collect key information from top managers, department heads, central supervisors, and general HR managers. The results show that a well-implemented policy plan allows the association to develop successfully. The review`s emphasis on hierarchical development as a proportion of administrative viability make its discoveries forbidden in the ongoing review. The current study will examine the performance of public hospitals using non-financial indicators.

Azahari, Mustafa and Yusoff (2017) investigated what the key placements for efficiency in Indonesia's public sector mean between 2012 and 2017. 671 public sectors in 23 districts in Aceh, Indonesia, helped provide information on the efficiency of the organization. 284 respondents were surveyed and confirmed a response rate of 45.77%. The study outcomes show that this association is positive and tremendous. After that, if the association fully implements the procedure, the efficiency will be completely improved include organizations operating in the public sector is an important finding for ongoing investigations as these organizations work with NGOs under various rules and guidelines. Current research focuses on the strategic planning and performance of public hospitals to fill the research gap.

Ngera (2018) focuses on the link between strategic planning practices and decentralized health care performance in selected public hospitals in Meru County. The review utilized a descriptive research plan. The review included six Level 4 clinics in Meru County (Miathene, Mikinduri, Kanyakine, Timau, Nyambene, Muthara) and one Level 5 office (Meru Teaching and Referral Hospital). The survey was used to collect information. The findings showed that four of the five strategic planning components recalled by the survey were essentially related to the establishment

of a public hospital in Meru County. In particular, the review confirmed that mission and vision proclamation, business ecological examination techniques, methodology execution process, and vital assessment and observing practices were essentially connected with execution of Meru County hospitals.

Khoshtaria (2018) analyzed the impact of significant expectations on routine enforcement by the enforcement of Georgia's congregational organization. This review utilized a quantitative philosophy with a derivative approach. The order of the hypotheses was based on the current data that was examined. The survey was utilized to gather basic data by online reports and telephone interviews. 455 associations were evaluated as eligible. The response rate was 22.85%, which was considered sufficient for the review. ANOVA and chain test were used for the study. The review established that the comprehensive technology arranged by the company leads to better execution. Still, the reviews focus on the assembling company, and the findings cannot be grouped into individual areas. Therefore, ongoing research addresses the strategic planning and implementation of public hospitals in Nairobi City County.

Evaluation Practices

A study by Issack and Muathe (2017) on the implementation of strategic management practices and public health hospitals in Mandela County, Kenya. The review utilized a correlation study plan. From the discovery, the ecological survey of Mandera County, the definition of methods, the implementation of procedures, the system assessment, and the implementation of public health facilities are clearly and totally relevant. Correlation analysis showed that ecological studies, system definitions, engineering designs, and process assessments are fully and strongly associated with the design of public health facilities in Mandera County. Nonetheless, the review in Mandela County was completed while the current review was being conducted to fill the gap in Nairobi City County.

Ondera (2013) analyzed a strategic management sample of the Mbagathi District Hospital in Nairobi, Kenya. This is the government's reserve in light of the work that the clinic form aims to carry out and evaluate work plans involving all staff working in the emergency clinic and to work in line with the procedure implementation flow. The survey also show that system evaluation should include establishing a control cycle to pros test, evaluate, and critique the procedures performed. Strategic evaluation has many implications for the execution of an organization.

Nyariki (2016) analyzed the impact of process assessment on the hierarchical execution of the Kenya Commercial Bank (KCB). The review was held in Nakuru, Kenya and used the meeting schedule to gather information from seven senior KCB staff. From the findings, research found that process evaluation brought about various parts of organizational execution: Tasks and employee execution improvements. With regard to employee executions, reviews and strategic

evaluations have shown that later representative performances will lead to better hierarchical executions. The review was based on a contextual analysis research program and was therefore limited in terms of generalizability of responses. The survey also focuses on the hierarchical implementation of KCB, and the ongoing review focuses on public health.

Njeru (2015) examined the task of method evaluation in authoritative execution in the study of strategic management and hierarchical execution in SMEs. This review used an exemplary cross-sectional exploration program and a small business consisting of 100 SMEs. Concentrate was 0.461, which also detected a positive but weak relationship between process evaluation and hierarchical execution. Reviews are a combination of method evaluation and hierarchical implementation, and while reviews are logically based on small businesses, ongoing reviews rely on the public hospitals. This review also benefits from using recurrence

Implementation practices

In a case study from Diamond Bank in Kenya, Mathore (2016) investigated the impact of technology execution on hierarchical execution. The review included a context-sensitive research program. The meeting guide was an information gathering tool used by five administrators. In a conversation about how procedure execution affected hierarchy execution, respondents showed that system execution had some impact on hierarchy execution. Nonetheless, the interviewees also found that they needed to set up the right system in all cases.

A research conducted in Mbagathi Hospital by Ondera (2013) on utilization of strategic management practices. The research design was a case study. The respondents were interviewed using an interview guide and the responses documented. From the survey outcomes findings, it was established that hospital has adopted strategic management practices as evidenced by the vision and mission of the hospital. The ministry of health has the overall strategic plan for the district hospitals which are broken down into work plans that are developed by the management teams of the various district hospitals. The work plan of Mbagathi District Hospital is formulated, implemented and evaluated by the management of the hospital offering guidance on the annual revenue and expenditure budget of the hospital. The survey was case study while the current study employs descriptive research design and study population is large for the findings generalization.

Kyalo (2015) focused on executing KCB groups in Kenya by executing methods. The use of contextual research programs and internal and external interviews were used to gather information from the 10 senior managers of KCB. Most of the interviewees showed that the technical execution aspect had some influence on the hierarchical execution within the KCB group. Exhibition considerations that influenced the execution of the procedure included performance angles, employee satisfaction, item development, associated cycle capabilities, and typical sales prospects. The studies evaluated were contextual studies and used subjective information to represent the

systematic gaps that this ongoing review sought to fill. This limited the generalization of the results.

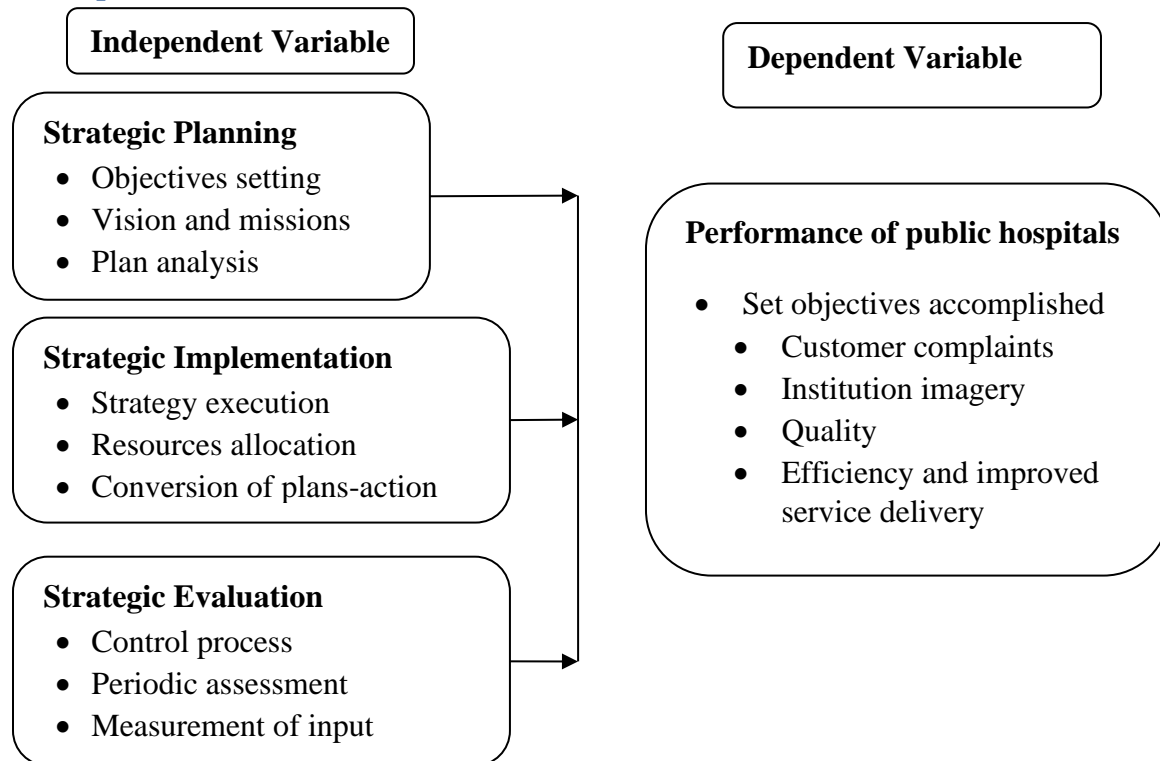
Performance of Public Hospitals

A review led by at Mbagati Hospital by Ondera (2013) evaluation of strategic management practices. The search configuration was a situational survey. Respondents were consulted using the meeting guide and their responses were reported. The results of the review show that the clinic is undergoing important management rehearsals, confirmed by the hospital's vision and mission. Medical services take a broad and intelligent approach to regional emergency clinics and are divided into work plans developed by the supervisory board of different regional clinics. The work plan for the Mbagati District Hospital is developed, implemented and evaluated by the Emergency Hospital Administration and directed to the emergency hospital's annual revenue and expenditure plans. Although the reviews were context-sensitive, Momentum's research used an insightful study design, and the number of people surveyed to speculate on discovery is enormous. The study was case study limiting the study scope. The current study will be done in different public hospitals which will be selected without any biasness.

In Saudi Arabia, a study by Alomran (2019) on strategic management practices implementation in healthcare organization. The study was descriptive in nature. The findings show that six of the eight health insurance companies (two public and four private) have previously undertaken and performed important administrative tasks. The results show that the main reasons for sticking to old administrative practices are fear of progress, lack of understanding of basic ideas, inadequate ability of representatives, and resistance to change. The survey was carried out at Saudi Arabia country while the on-going survey will be done in Kenya which have different socioeconomic status.

In Nigeria, a survey was conducted by Anyika, Ehie and Oghojafor (2019) on management practices and Nigerian Teaching Hospitals' performance. The survey utilized survey research design. The surveys were utilized in gathering information from healthcare workers. The results showed an even stronger and significant link between the management practices and the overall execution of hospitals. Although senior-level management in the Nigerian healthcare industry is aware of various antecedents to strategic management practices that affect performance, they are not equipped with adequate management background to enable them direct such major health organizations in a strategic sense. The survey was done in Nigeria while the ongoing survey will be done in Kenya.

Conceptual Framework



RESEARCH METHODOLOGY

This study utilized a descriptive research. This is because we are considering collecting data about meetings and organizing votes on people's examples. This strategy is considered appropriate because it allows the editing of subjective data, such as those aimed at assessing the ideas, assumptions, or trends that this study focused on. In this survey, population targeted comprises of all the public hospitals in Nairobi city county where there are 1500 employees from administration staff, clinical staff and supporting staff were targeted. Because the general population is non-uniform, the study used a stratified random sample to select respondents. Mugenda and Mugenda (2003) recognize 10% to 30% of the target population. This study used 10% of the population targeted as sample size. The questionnaire was used to sort information because they bring impressive benefits to the organization. The questionnaire includes closed-end and two-way questions. The latter drop-and-pick method for sorting information is used by researcher to give respondents a reasonable opportunity to answer study questions. Gathered information was cleaned, coded and entered into statistical packages for social science (SPSS). Quantitative data was analyzed descriptively and inferentially. The descriptive analysis was restricted to frequency, rate, mean and standard deviations. Inferential analysis was restricted to regression model and product moment correlation. The findings were displayed through charts and tables.

RESULTS AND FINDINGS

The researcher dispersed 150 questionnaires to selected respondents. However, 130 questionnaires were dully filled and returned to the researcher. This gave a response rate of 86.7% which is deemed sufficient for the study. Mugenda and Mugenda (2008) contend that a response rate of 50% is acceptable for analysis, response rate of over half is good while over 70% is very good.

The study collected data on general information, in order to determine whether the study's respondents constitute a representative sample of the target population for generalization purposes, respondents were requested to provide their demographic information. On gender, 52% who were the majority of respondents were women whereas 48% were men. On age distribution, 36.9% of respondents were between the ages of 36 and 45, 26.9% were between the ages of 26 and 35, 17.5% were between the ages of 46 and 55, 10.0% were between the ages of 20 and 25, and only 8.6% were over the age of 55. On education, majority of participants had a first degree as their highest level of education (42%) while respondents with a PhD as their highest level of education (10%) made up the smallest number. However, just 15% of respondents had received a diploma, whereas 33% had earned a master's. These results suggest that all respondents had the necessary level of literacy to comprehend the data that this investigation was looking for. On work experience, 41% of respondents had spent between six and ten years working at public hospitals. 32 percent of the population had worked for between two and five years, though. Furthermore, 12 percent of respondents had worked less than a year, while 15% had worked for more than ten years.

Planning Practices and Performance of Public Hospitals

Table 1 Descriptive Statistics for planning practices

Statements	n	Min	Max	Mean	Std Dev
The top management clearly communicates a shared vision for the health facility	130	1.00	5.00	3.59	0.67
Generally, there is strong leadership vision aimed at enhancing performance of the health facility	130	1.00	5.00	3.63	0.58
The management gives a clear strategic direction to boost the operations of the health facility	130	1.00	5.00	3.35	0.62
The senior management team strategically supports all teams to boost performance of our health facility	130	1.00	5.00	3.47	0.64
The management tactfully inspires staff towards achieving the goals of the health facility	130	1.00	5.00	3.50	0.56
Average scores				3.55	0.60

The findings revealed that large part of participants agreed that the top management clearly communicates a shared vision for the health facility (mean = 3.59; standard deviation = 0.67). Respondents agreed that generally, there is strong leadership vision aimed at enhancing performance of the health facility (mean = 3.63; standard deviation = 0.58). Respondents agreed that the management gives a clear strategic direction to boost the operations of the health facility (mean = 3.35; standard deviation = 0.62). The participants agreed that senior management team

strategically supports all teams to boost performance of our health facility (mean = 3.47; standard deviation = 0.64). Also, respondents agreed that management tactfully inspires staff towards achieving the goals of the health facility (mean = 3.51; standard deviation = 0.56). Strategic planning process involves vision and mission formulation; once the hospital handles its values, it then establishes its vision and mission which are key to hospital's strategy. The findings of this research concur with a study by Ngera (2018) who established that four of the five strategic planning components recalled by the survey were essentially related to the establishment of a public hospital in Meru County. In particular, the review confirmed that mission and vision proclamation, business ecological examination techniques, methodology execution process, and vital assessment and observing practices were essentially connected with execution of Meru County hospitals.

By effectively communicating the goals and objectives to all levels of the organization and assessing the human resource's talents in relation to the resources at hand, execution promotes interaction between the hospital's daily operations and its strategic goals and objectives. By converting a hospital's strategy into actionable terms that can be measured, communicated, and used to develop analysis, reporting, and decision-making at the product line, organizational, and institutional levels, a performance measurement structure enables the implementation of a hospital's strategy (Bellenfant & Nelson, 2016). An effective environmental analysis would give a healthcare institution an edge in the industry. A strategic plan, however well-written, if not implemented, would be a waste of a hospital's resources. Finally, the continuous comparison between the actual performance and the set targets and addressing the variances therein would inspire the employees and all hospital stakeholders towards achieving a common goal.

Evaluation Practices and Performance of Public Hospitals

Table 2 Descriptive Statistics for evaluation practices

Statements	n	Min	Max	Mean	Std Dev
Your organization has set performance objectives	130	1.00	5.00	3.70	0.69
Enhancing of organizational structure to suit the strategies	130	1.00	5.00	3.68	0.67
Evaluation programs are used consistently to measure performance	130	1.00	5.00	3.65	0.64
Your organization conducts strategy audit	130	1.00	5.00	3.64	0.61
Strategy audit is used to measure performance	130	1.00	5.00	3.62	0.59
Average score				3.64	0.61

The results revealed that majority of the participants agreed that the hospitals has set performance objectives (mean = 3.70; standard deviation = 0.69). Respondents agreed that evaluation practices enhance the organizational structure to suit the strategies (mean = 3.68; standard deviation = 0.67). Respondents agreed that evaluation programs are used consistently to measure performance (mean = 3.65; standard deviation = 0.64). Respondents agreed that the public hospitals have conduct

strategy audit (mean = 3.64; standard deviation = 0.61). Additionally, the respondents agreed that strategy audit is used to measure performance (mean = 3.62; standard deviation = 0.59). Evaluation depends on speedy transformation of information across the organization hierarchy through the three levels of strategy which include corporate level, business and functional level strategy. This agrees with the findings by Njeru (2015) who established that employees were more likely to perceive their performance management system to be effective if its main purpose was to improve employees' ability to monitor, evaluate, and adjust their own performance (development-oriented), compared to laying out clear and challenging goals to help employees perform well (results oriented). The hospitals should not only focus on systems and information quality; rather, they should also continuously improve service quality to improve user satisfaction and eventually reach the full potential of performance.

In order to manage employee performance, performance management systems are set up. Employee efforts are managed as part of performance management, which is based on quantified performance results. Employee involvement in performance or development decisions and performance review conversations can be accommodated in performance management systems. Similar results were discovered by Dewettinck (2013), who noted that human resource specialists believed development-oriented performance management systems were successful at raising employee engagement and competency levels, which in turn had a favorable impact on organizational performance. Kenya has committed to implementing the Sustainable Development Goals (SDGs), according to the United Nations Development Programme (2016). In Kenya's devolved system of government, the national government participates in the design of health policies and strategies and assigns county governments, through its health facilities, the responsibility of putting the plans into action.

Implementation Practices and Performance of Public Hospitals

Table 3 Descriptive Statistics for Implementation Practices

Statements	n	Min	Max	Mean	Std Dev
Management practices improve top management commitment to strategy implementation	130	1.00	5.00	3.65	0.53
It eases the managing staff resistance to change by practicing proper change management	130	1.00	5.00	3.67	0.61
Organizing internal training of staff through workshops and seminars to change organisational culture	130	1.00	5.00	3.64	0.60
Recruitment of more staff to the organization when there is need	130	1.00	5.00	3.68	0.64
Evaluation practices minimizes the lack of understanding of the strategy among those who need to implement it	130	1.00	5.00	3.69	0.61
Average scores				3.57	0.62

The results revealed that numerous participants agreed that management practices improve top management commitment to strategy implementation (mean = 3.65; standard deviation = 0.53). Respondents agreed that management practices ease the managing staff resistance to change by practicing proper change management (mean = 3.67; standard deviation = 0.61). Respondents agreed management practices enhance in organizing internal training of staff through workshops and seminars to change organizational culture (mean = 3.64; standard deviation = 0.60). Respondents agreed that evaluation practices enhance the recruitment of more staff to the organization when there is need (mean = 3.68; standard deviation = 0.64). Additionally, the respondents agreed that evaluation practices minimize the lack of understanding of the strategy among those who need to implement it (mean = 3.69; standard deviation = 0.61). The strategic management process assists management in selection of strategies to be adopted in the ever changing environment. It is a continuous process requiring the involvement of all the stakeholders in an organization to ensure that the strategy is achieved. This is supported by Ondera (2013) who established that hospital has adopted strategic management practices as evidenced by the vision and mission of the hospital. The ministry of health has the overall strategic plan for the district hospitals which are broken down into work plans that are developed by the management teams of the various district hospitals. Project implementation can fail for a variety of reasons, including exaggerated expectations, poor methodology, inadequate resources, poor project management, untrained teams, exaggerated budgets, poor communication, and more, according to Srivastava (2014).

Performance of Public Hospitals

Table 4 Descriptive Statistics for Performance of Public Hospitals

Statements	n	Min	Max	Mean	Std Dev
Improved employees retention	130	1.00	5.00	3.59	0.66
Improved employees compensation	130	1.00	5.00	3.63	0.59
There is employees satisfaction	130	1.00	5.00	3.55	0.61
Average scores				3.50	0.63

The findings revealed that majority of the respondents agreed that there is improved employees' retention (mean = 3.59; a standard deviation = 0.59). Respondents agreed that there is improved employees' compensation (mean = 3.63; standard deviation = 0.59). The participants agreed that there is employees' satisfaction (mean = 3.55; standard deviation = 0.61). These were in line with Mwanza's (2012) findings that employee compensation had a positive effect on employees' performance, and they suggested that in order to promote high performance, organizations should place more emphasis on the competence-based pay component of remunerations, payment by result, organizational-wide incentives, profit-related pay, and merit pay. Hospital performance can be evaluated in a variety of ways and using a variety of criteria. Based on the financial dimension, the assessment could take into account profitability (the hospital's ability to generate profit from

margin and assets), financial liquidity (the ability to timely meet the hospital's financial commitments), capital structure (the extent to which the hospital uses debt service coverage and equity financing), operational performance (the hospital's ability to convert various assets or liabilities into cash or sales), costs (labor, hospital expenses per bed) and more (Wanyoike, & Kemboi, 2014).

Inferential Statistics

Model Summary

Table 5 displays the results of the coefficients of correlation R and corrected determination R².

Table 5 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.915	0.837	0.826	0.116

a. Predictors: (Constant), Planning practices, evaluation practices and implementation practices

b. Dependent Variable: Performance of public hospitals

The findings showed that the variables had a good association, with a coefficient of correlation (R) of 0.915. The results also showed that the coefficient of adjusted R² was 0.837, or 83.7 percent. This demonstrates how planning practices, evaluation practices and implementation practices can together account for 83.7% of changes in the performance of public hospitals. Other factors outside the scope of the current study can account for the residual of 16.3%.

ANOVA

Table 6 ANOVA

Model	SS	df	MS	F	Significance
Regression	4.23	4	.254	2.13	0.003 ^b
Residual	53.37	126	1.324s		
Total	57.60	130			

a. Predictors: (Constant), Planning practices, evaluation practices and implementation practices

b. Dependent Variable: Performance of public hospitals

Table 6's findings reveal that F Calculated was 2.13 and F Critical was 1.53, indicating that F Calculated > F Critical and thus the overall significance of the regression model for the investigation was established. According to the study, the p value was 0.003, which is less than 0.05, and shows that all variables significantly affected the performance of public hospitals.

Regression Coefficients

Table 7 Regression Coefficients

Multiple Regression Analysis Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	Beta		
	(Constant)	6.325	0.165		
Planning practices	0.323	0.0132	0.217	1.256	.004

Evaluation practices	0.312	0.0145	0.229	1.324	.002
Implementation practices	0.302	0.0137	0.278	1.347	.005

Source: Field Data (2022)

The link between strategic management practices and performance of public hospitals in Nairobi City County, Kenya, was examined using a multiple regression analysis. As per the SPSS generated table, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$) becomes:

$$Y = 6.325 + 0.323X_1 + 0.312X_2 + 0.302X_3$$

Where Y = Performance public hospitals

X₁ = Planning practices

X₂ = Evaluation practices

X₃ = Implementation practices

The results of Table 7 indicate that planning practices had a significant positive coefficient (=0.323, P-value = 0.004), indicating that planning practices contributes to the performance of public hospitals in a positive way. Evaluation practices revealed a significant positive coefficient (=0.312, P-value = 0.002), indicating that it improves the performance of public hospitals. Implementation practices had a significant positive coefficient (=0.302, P-value = 0.005), indicating that it improves performance of public hospitals in Nairobi City County. According to the study's findings, strategic management practices like planning practices, evaluation practices and implementation practices have a statistically significant impact on how well public hospitals perform. This is consistent with a study by Yusefzadeh and Nabilou (2020), which found that extrinsic factors like financial reward, lodging, and transportation also have an impact on the performance of workers in public hospitals.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

The study comes to the conclusion that strategic management practices like planning practices, evaluation practices and implementation practices have a statistically significant impact on how well public hospital perform. Regression analysis results reveal a substantial correlation between strategic management practices and performance of public hospitals. The study concluded that strategic management practices positively influences creative governance success. Regular performance evaluation periods create consistency in competency improvement as well as work processes. Based on the findings the study concluded that strategy implementation influences performance of public health institutions. The strategy implementation process determines whether an organization excels, survives or dies. A successful execution and implementation of strong and robust strategies will always give a firm a significant competitive edge

Recommendation

From the findings, the study recommends that;

- i. The study recommends that in order to achieve superior performance, the top management of the firm should take into account adopting strategies like investing more funds to physical and human resources. To create long-lasting gains, organizations must carefully consider the tactics they intend to implement. The support of the organization's vision and goal must be the primary emphasis of every department and employee.
- ii. According to the report, managers should put in place strategic plans that would make it easier for them to carry out their vision and goal. Without implementation, a company's vision and goal are just lofty ideals on paper with no practical application. Their implementation strategies must be methodical, consistent, and quantifiable.
- iii. The public hospital management should strengthen career development as a non-financial incentive. It should ensure that employees have equal opportunities for training, there is continuous learning and there is enhanced interpersonal and communication skills among the health care workers.
- iv. The national, county, and ministry of health should consider ways to create a safe, healthy working environment and increase incentives for continuing medical education in order to improve working conditions in hospital settings.

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