

---

**INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON SERVICE  
DELIVERY IN LEVEL 4 HOSPITALS IN NAIROBI COUNTY, KENYA**

**ROSE CHERYL NAFULA WAFUKHO**

**cherowafukho@yahoo.com**

**(Corresponding Author)**

**DR. JANE MUNGA**

Lecturer, Strategic Management , Kenya Methodist University

**DR. RIUNGU FESTUS KINYUA**

Lecturer, Strategic Management , Kenya Methodist University

**ABSTRACT**

Strategic management practices are a critical tool for delivery of quality healthcare services. The study sought to establish the influence of strategic management practices on the delivery of quality healthcare services in public level 4 hospitals in Nairobi County, Kenya. The specific objectives of the study were to assess the influence of environmental scanning on the service delivery in public level four hospitals in Nairobi County, to establish the influence of strategic formulation on service delivery in public level four hospitals in Nairobi County, to evaluate the influence of strategy implementation on the service delivery in public level four hospitals in Nairobi County, to determine the influence of strategy evaluation and control on the service delivery in public level four hospitals in Nairobi County and to determine the influence of strategic communication on service delivery at level four hospital in Nairobi County. The study was grounded on Contingency theory, resource base view and stakeholder theory. The current study used descriptive research design. Target population comprised of all the 1012 staff from level 4 hospitals in Nairobi City County in Kenya. A sample size of 286 was used in the study. The study used primary data which was collected using a questionnaire. Descriptive statistics mean, standard deviation and z-scores were used to determine influence of strategic management practices on the delivery of quality healthcare services in public level 4 hospitals in Nairobi City County, Kenya. The study also used inferential statistical techniques, regression and correlation to determine the relationship between strategic management practices and delivery of quality healthcare services in public level 4 hospitals in Nairobi City County, Kenya. Environmental scanning, strategy formulation, strategy monitoring and evaluation and strategic communication had a significant positive influence on service delivery in Level Four Public Hospitals. On strategy implementation, there exists a strong, significant and negative association between strategy implementation and service delivery in Level Four Public Hospitals in Nairobi County. The study conclude that environmental scanning, strategy formulation, strategic control and strategic communication significantly improved service delivery in Level Four Public Hospitals provided services. However, Nairobi County's Level Four Public Hospitals' service delivery has been adversely affected by the misalignment of implementation of the strategies.

## INTRODUCTION

Service delivery delivers the service to the intended recipients efficiently and as quickly as possible. Hosono (2020) believes that many projects show organizational excellence. Therefore, managers need to understand what activities they should do that is important for creating value and what are not. Healthcare organizations gain a competitive advantage by valuing their customers. The need to improve the quality of work has affected the beginning of the process management system, which includes the planning, implementation and evaluation of work decisions that help the organization reach its goals (Pavalaşcu and Gabor, 2020). It is a process or method used to determine the organization's plan (program). Runge et al. (2020) stated that strategic management practices involve activities based on strategy and strategic objectives. It includes. The provision of services can be defined as the activities carried out by an organization with the purpose of creating value (Onyekwelu, 2020), leadership roles, and other services. Effectiveness in service delivery is the ability to do the right thing, which includes activities that improve customer satisfaction, such as the quality of products or services, improve the speed of delivery of products or services, available to customer satisfaction, and improvement product quality or service (Hassink, Isaksen, & Trippel, 2019). Jovanović, Dražić-Lutitsky and Vašiček (2019) investigated the use of monitoring and evaluation tools in Slovenian and Croatian organizations. The most common sliding scale tools used in Slovenia are audit, benchmarking, quality assurance, knowledge management and total quality management. However, in Croatia, information and vision, targeting, core competencies, customer relationship management and customer distribution are used as monitoring and evaluation tools, leading to improve service delivery in organizations. Pu, Teresiene, Pieczulis, Kong and Yue (2021) investigated the number of Lithuanian managers using 12 strategic management tools in business practices and found out how many managers use SWOT analysis.

In Kenya, a survey on strategic management practices in selected government ministries in Kenya by Chacha (2018) found that strategy implementation phase in strategic management procedure is critical for improvement of service delivery. Health institutions in Kenya deploy strategic management practices in an effort to enhance service delivery at public hospitals in Kenya. Awour (2020) assessed the extent strategy monitoring and evaluation has positive effect on service delivery in county government of Siaya, Kenya. According to Riungu et al (2018), schools in Eastern region of Kenya including Meru, Embu, Tharaka Nithi, Kitui and Machakos counties adopted strategy formulation practices such as analysis of adequacy of staff members, resource analysis, analysis of external environment for instance MoE policy, community based organizations, Non-governmental Organizations, Constituency Development Fund and community support and analysis of leadership skills and abilities contributed to achieving competitive academic performance.

## 2.0 Literature Review

Firms use strategic management models to improve their performance. Contingency theory was developed by Fiedler (1964). Contingency theory supports strategic management practices by informing managers to act swiftly and correct any deviations for success strategic management, it fails to support flexibility of managers in decision making. It also fail in to explain how leaders should act and be effective in every situation for successful implementation of strategic

management practices. Contingency theory also fails to adequately explain what should be done about a leader/situation mismatch in the implementation of strategies and strategic management practices (Boyd, 2021). The theory is relevant to the study public hospitals in ever changing environments informing the need for strategy formulation, strategy control to achieve delivery of quality healthcare services. Resource base theory was developed by Barney (1986). The theory assumes that firm's ability to performance goals is linked to adequacy of internal resources. The theory assumes that specific types of resources that a firm processes and controls have the power and ability to produce competitive advantage and finally culminating to superior performance of the firm (Ainuddin et al., 2019). Basically, the point between RBV (Ainuddin et al., 2019), as a valuable, intangible, intangible and integrated structure is a source of sustainable competitive advantage, it is not guaranteed that the organization facing a difficult environment that needs urgent help.

Freeman developed the stakeholder's theory in the 1970s (Freeman, 1970). Donaldson and Preston (2021) stated that this concept is based on management level decisions in which all stakeholders are valued and no one interest is superior to another. From this perspective, the management of the organization must have a communication network that serves employees, vendors, suppliers, shareholders and all other business partners. He argues that these stakeholders are important. The practice of strategic management includes environmental analysis, strategic planning, execution planning, analysis and control (Wheelen and Hunger 2018). The practice of environmental analysis supports the definition of the organization of the events in the environment based on the understanding of the external forces that affect the work of the organization. Environmental research involves examining past changes and making connections with information. The organization can analyze internal information, such as management reports from previous years, to identify months of low sales that can help managers decide when to announce or implement improvements. To improve health care and health institutions to identify organizational structures that promote organizational structure. This is achieved by analyzing broadcast tapes, images and radio footage that may provide clues or suggestions for future actions (Capon, 2020).

Medical services and public health facilities were distributed among the researchers. Mousa and Othman (2020) present the clinical delivery of health services in terms of cost, bed occupancy, mortality, funding, licensing, development, and resource availability. This study acknowledges that these processes are collective. Moons, Waeyenbergh and Pintelon (2019) understand that running a hospital is not the same as managing a company. In addition, public hospitals have weaker practices than private hospitals. In public hospitals, managers must make decisions to create the best prospects for patient care and achieve financial results that can be measured by other traditional measures such as profit and demographics. As a result, important decisions made by the hospital director have significant results clinics were also recognized for their preparation, organization and participation. In fact, it raises the question of cooperation (Duque-Uribe, Sarache and Gutiérrez, 2019). The performance of public health institutions in developing and developing countries is a cause of concern for health care providers and health care users. Most studies address the general welfare sector (Afonina, 2020). Establishing the link between strategic management practices and quality health care provision is the focus of the study.

## 2.1 Empirical Review

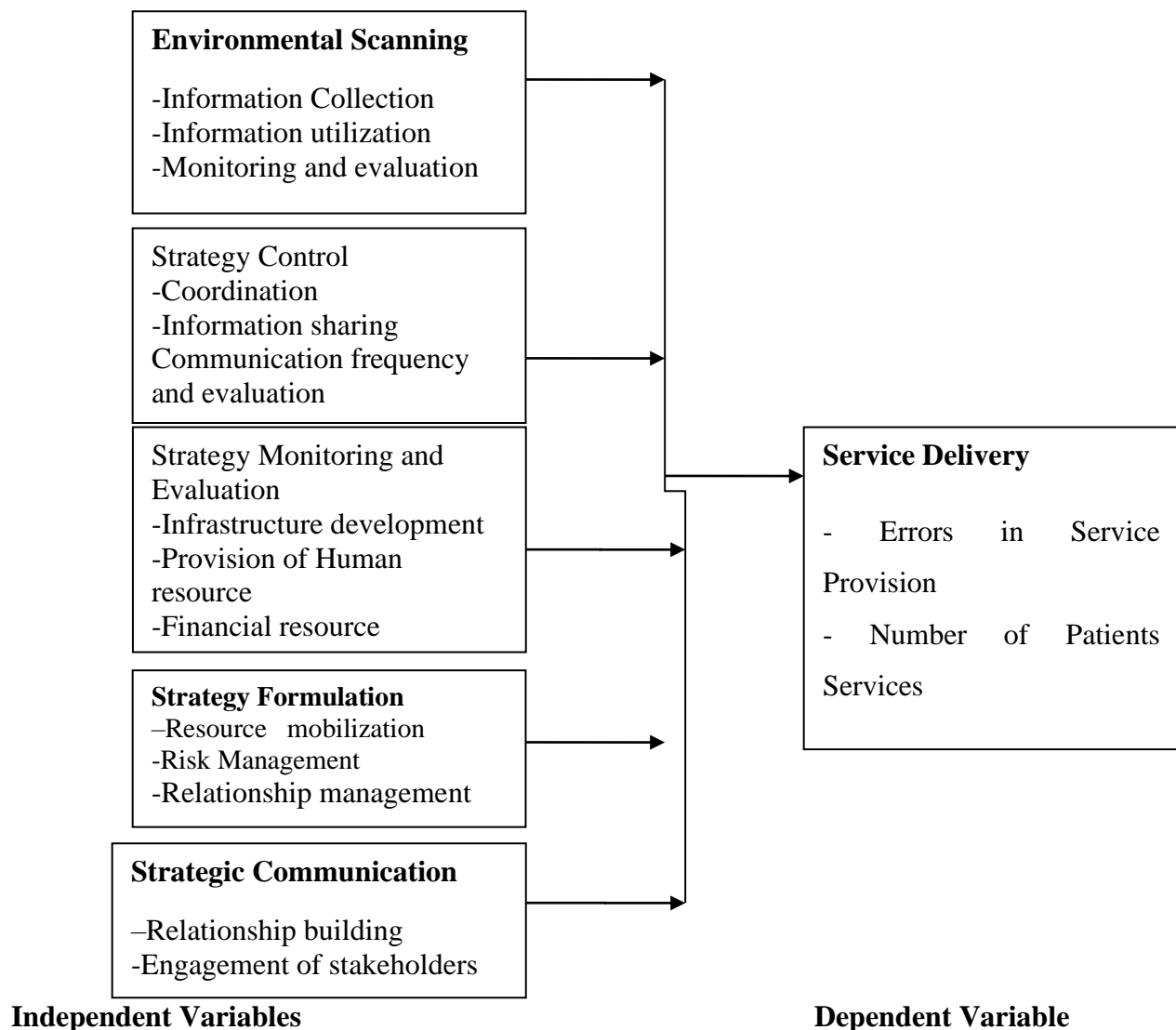
Dubey et al. (2019) describe it as a powerful force that shapes the company's strategic changes and the implementation of competitive strategies to ultimately improve customer service, revenue and sales. This paper shows that OL is a predictor of strong ability to adapt to changing market conditions (strategic change found that organizations with high flexibility can anticipate changes in customer preferences, competitive services, skill development and technology and change, Asil and Farahmand (2019) say that organizational strength, which takes into account customer-oriented characteristics, organizational branding and resource efficiency, is a strong characteristic of the company. focuses on customer needs, high customer satisfaction, or this improves company performance. Ahmad, Ekayanti, Nonci and Ramadhan (2020) explained that resilience is the company's ability to respond to unexpected changes by constantly changing its strategy to sudden external changes. The ability of the company to anticipate changes in the environment, to respond quickly to the opportunities that appear and to restore itself to the desired situation, the change of human resources to find new ways of working, the change of solutions, and It is revolutions in technology and information for improvement. The organization must carefully analyze the external environment where it operates. A SWOT analysis helps the organization to know its position in the competitive market. It is also an open space for government agencies to show the main areas where they can increase the existing powers in good and effective cases. It also makes the organization understand its weaknesses and choose ways to prevent the threats of its competitors (Onyekwelu, 2020).

Kornelius, Supratikno, Bernarto, Widjaja (2021) investigated the relationship between strategic planning, strategic planning and company performance in today's changing business environment. It uses quantitative and qualitative research methods to analyze the Indonesian oil and gas industry. Of the 337 companies selected from the supplier database through simple sampling, 70 companies responded. The analysis was carried out using the Least Partial Structural Model and SmartPLS software. The analysis consisted of descriptive statistics, sample analysis, structural analysis, and conceptual analysis. The results show that both strategic planning and strategic management have a positive relationship with company performance. This study contributes to the literature on strategic management and strategic thinking by providing evidence on the relationship between strategic planning, strategic planning, and firm performance. Agarwal (2020) conducted a study on the role of communication and coordination in the service delivery process. The data was collected using a questionnaire and analyzed using SPSS. The study showed that internal and external communication leads to better business success. Communication practices must be maintained for the provision of administrative services. The study also found that open communication, whether verbal or written, clearly explains the roles and responsibilities of employees and encourages them to ask for help when needed. By creating a good and strong work environment, the productivity of the service delivery system increases, as the most important success factor for the implementation of the plan. It is very important for the organization to develop a comprehensive communication strategy to promote the success of its implementation program in public institutions (Andalya, 2023).

Ngao and Osuga (2019) tested the impact of communication, employee participation, and capacity building as a strategic plan on the performance of MP Shah Hospital. A descriptive

study was used to describe only MP Shah Hospital as the target population was professional staff; One target is the key experts 349. The study found that the strategic planning process of communication, involvement of employees, and the creation of capabilities have a significant impact on the performance of medical institutions. However, this study focuses on the management system and performance of health institutions rather than public health institutions. Chakravarthy and White (2021) suggest that education and training policies are based on corporate management culture and management principles of organizational change. Although such policies affect the company's marketing, production technology, and strategic goals, managers must adopt different strategies in three areas: education and training at the entry level, employee development, and corporate relations. and school.

## 2.6 Conceptual Framework



**Figure 2. 1 Conceptual Framework**

## RESEARCH METHODOLOGY

Descriptive research design was used in this study. Descriptive research design assist the researcher in integrating aspects of qualitative and quantitative research methodologies, such as the application of qualitative and quantitative points of view, data collection, analysis, and inference techniques, for the general goals of understanding and corroboration. The research design helped to identify study variables that may need more investigation. The concurrent research design was used for the study since it enables the adoption of many methodologies for data collecting, processing, and analysis. A multimodal approach to data processing was also made possible by the research design.

The study design was used because it asks questions on personal views and attitudes in an effort to gather data that illustrates current phenomena. This opinion is reinforced by Glesne (2020), who stated that the researcher would be able to see a sizable portion of the target population and draw the necessary conclusions about the variables by employing the descriptive survey approach. A pre-structured questionnaire with both closed- and open-ended questions was skillfully created by the researcher utilizing a descriptive research design. According to Kassu (2019), a descriptive research design is an approach that is both scientifically sound and enables researchers to quickly gather data from a sizable population. The target population comprised of all the 1012 staff from level 4 hospitals in Nairobi City County in Kenya. The sample size was 286 officers working in selected hospitals. A questionnaire was used to gather primary data for the study. Tools are created in order to get the required data. The data were analyzed with the help of SPSS version 24 to using descriptive and inferential methods. Statistical data analysis involves creating descriptive statistics such as frequencies, percentages, means, and standard deviations data are presented using charts, graphs and crosstabs. Tables are used to present answers and facilitate comparisons. Analysis of variance (ANOVA) or F-test was used to test the goodness of fit of the model and the absolute significance of the model parameters. Statistical analysis was tested at 95% confidence level to draw conclusions. The multiple linear regression model that was used in this study is presented below:

$$\text{Logit}(\text{SD} - 1 - \text{SD}) = \beta_0 + \beta_1 \text{ES} + \beta_2 \text{SF} + \beta_3 \text{SI} + \beta_4 \text{SC} + \beta_5 \text{SCOM} + \varepsilon \dots\dots\dots(\text{vi})$$

Where; SD= Service Delivery ,ES= Environmental scanning,,SF= Strategy Formulation

SI= Strategy Implementation,SC= Strategy Control and SCOM= Strategic Communication. $\beta_0$  = Constant,  $\beta_1$ ,  $\beta_2$ ,  $\beta_3$  and  $\beta_4$  = Beta coefficients and  $\varepsilon$  = Error term

## 4.0 DATA FINDINGS, ANALYSIS AND DISCUSSIO

### 4.1 Introduction

The study results, data analysis, interpretations and discussion are presented in this chapter. A total of 286 questionnaires were distributed, of which 246 were filled out, returned and determined to be sufficiently completed. This amounted to an 86% return rate that was suitable for making deductions about the study's goals. Cronbach's alpha value for all the variables was above 0.7 making the instrument reliable and adequate for actual data collection.

### 4.3. Data on Demographics

From the findings, majority (151) 61% of the respondents are male while (95) 39% are female. This demonstrated that public level 4 hospitals in Nairobi County, Kenya employs both men and women as workforce to achieve service delivery. From the results, most (57) 23% respondent were between 20 and 30 years of age, (66) 27% of the respondents were in 31 to 40 years of age, (71) 29% of the employee were aged between 41 to 50 years while (52) 21% were having 51 and above years. This clearly demonstrated that data were gathered from experienced workers who could provide reliable information for the study's conclusions. According to the results of the respondents' highest level of education, (26) 11% of the respondents said that their highest level was a secondary level, (94) 38% said that their highest level was a college, (68) 28% said that their highest level was a university while (58) 23% of the respondents said their highest level of education was post graduate.

### 4.4 Strategic Management Practices in Level Four Hospitals

#### 4.4.1 Environmental Scanning

The study examined the extent to which respondents agreed with the supplied statement regarding Strategic Management Practices and quality service delivery in level 4 hospitals, Nairobi County. Table 4.4 displays the results.

**Table 1 Extent to Agree with the Statement Concerning Environmental Scanning and Quality Service Delivery**

Statement on environmental scanning	Mean	Std Dev
environmental scanning	4.276433	0.715227
Strategic Formulation	4.55284	0.549188
Strategy implementation	4.498513	0.552396
Strategy Control	4.573022	0.453711
Strategic communication	4.543557	0.477167
Service delivery	4.480243	0.605569

On average,  $M=4.276433$ ,  $SD=.0.715227$ , respondents agreed that s environmental scanning was deployed in Level Four Public Hospital in an effort to delivery better services to patients. The demonstrate that scanning through assessing technological changes, research on market needs on the requirements of patients, having tool/framework for assessing the needs of delivery of quality healthcare. From the results in Table 1, majority 79% of the respondents strongly agree that there strategy formulation was executed to deliver expected services in the hospitals as indicated by a mean of 4.55284 and standard deviation of 0.549188. This implies that strategy formulation is the development of long-term strategies for the effective quality service delivery of health care services in Level Four Public hospital in Nairobi County. This is in line with Wheelen and Hunger's (2018) assertion, strategy formulation entails creating long-term plans for efficiently managing environmental opportunities and challenges while taking business strengths and limitations into consideration. The results in Table 1 majority 64% of the respondents agreed that strategy implementation was carried out in the developed level Four Hospital structure, training needs assessment influence service delivery as indicated by a mean of 4.498513 and standard deviation of 0.552396. This show that strategy implementation is an activity that includes all the steps required to put a plan into action while providing patients with the quality

service. The results in Table 1 indicate that majority of the respondents strongly agreed that the Level Four Public hospital focused on strategic control to deliver services well as supported by  $M=4.573022$ ,  $SD=0.453711$ ). From the descriptive results, respondents strongly agreed that strategic communication in implementation of strategies focused on service delivery in Level Four Hospitals in Nairobi County. This implies that that service delivery in Level 4 hospitals is influenced by strategic communication to achieve quality healthcare services. From the results, most 25% and 60% of the respondents agreed and strongly agreed that execution of within the expected time. This demonstrated that respondent agreed supported by a mean of 4.4512 with a standard deviation of 0.74207. On the second item, majority 52 of the respondents strongly agreed as indicated by a mean of 4.5203 with a standard deviation of 0.50061 that cost efficiency attained in offering services. From the finding, 52% the respondents agreed that cost efficiency attained in offering services as supported by a mean of 4.5203 with a standard deviation of 0.50061. This demonstrated that strategic management practices resulted into cost efficiency attained in offering services. The findings were supported by a mean of 4.5203. From the results, 47% of the respondents strongly agreed that reduction in errors when offering health care services as supported by a mean of 4.1992 with a standard deviation of 0.83603. From the results, majority of the respondents strongly agreed as indicated by a mean of 4.480243 and standard deviation of 0.605569 that there is an increase number of patients being per day. ,an increase timely service offering ,taking short time responses to the patients needs and increased attending of patients on demands.

#### 4.2 Correlation Analysis for Variables

Pearson Product moment correlation coefficients (rs) and P-values were used in criterion decision in making inferences. The significant value was tested at 0.01 or 0.05

**Table 2 Correlation Analysis**

		Service Delivery
Environmental Scanning	Pearson Correlation	.739**
	Sig (2-tailed)	.0001
Strategy Formulation	Pearson Correlation	.851*
	Sig (2-tailed)	.000
Strategy Implementation	Pearson Correlation	-.707*
	Sig (2-tailed)	0.009
Strategy Monitoring and Evaluation	Pearson Correlation	.893**
	Sig (2-tailed)	0.011
Strategic Communication	Pearson Correlation	.748**
	Sig (2-tailed)	0.021

\*- Correlation is significant at the 0.05 (2 tailed), \*-\*- Correlation is significant at the 0.01 (2 tailed)

The results in Table 4.10 indicates that, there exists a strong, significant and positive correlation between environmental scanning and service delivery in Level Four Public Hospitals in Nairobi County as indicated by correlation factor,  $r=0.739$ ,  $PV=0.001<0.01$ ). From the correlation results, there exists a strong, significant and positive correlation between strategy formulation and service delivery in Level Four Public Hospitals in Nairobi County as indicated by correlation

factor,  $r=0.851$ ,  $PV=0.002<0.05$ ). Also, correlation results indicated that there exists a strong, significant and negative association between strategy implementation and service delivery in Level Four Public Hospitals in Nairobi County as indicated by correlation factor,  $r= -0.707$ ,  $PV=0.009<0.05$ ). Also, correlation results indicated that there exists a strong , significant and positive association between strategy monitoring and evaluation and service delivery in Level Four Public Hospitals in Nairobi County as indicated by correlation factor,  $r=0.893$ ,  $PV=0.0011<0.01$ ). Also, correlation results indicated that there exists a strong, significant and positive correlation between strategic communication and service delivery in Level Four Public Hospitals in Nairobi County as indicated by correlation factor,  $r=0.748$ ,  $PV=0.021<0.01$ ).

### 4.3 Regression Analysis

The study performed multivariate regression analysis due to the number of variables that were more than one independent variable. The multivariate model considers all the variable strategic management practices and service delivery in Level Four Hospitals in Nairobi County.

**Table 3: Model Summary**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.953 <sup>a</sup>	.908	.907	.87314

Predictors: (Constant), Environmental Scanning, Strategy Formulation, Strategy Implementation, strategy control and strategic communication

The results of R-Squared revealed that there existed a significant variation between strategic management practices; Environmental Scanning, Strategy Formulation, Strategy Implementation, strategy control and strategic communication and service delivery in Level Four Public Hospitals in Nairobi County as correlation factor  $r=0.908$  at significant level at 0.05. Adjusted  $R^2$  is called the coefficient of determination and indicates variation in factors of service delivery Four Public Hospitals in Nairobi County as correlation. From the model summary Table 4, the value of adjusted  $R^2$  is 0.907. This implied that, there was a significant variation of 90.7% of service delivery Four Public Hospitals in Nairobi County due to change in strategic management practices.

**Table 4: ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1815.832	5	363.166	476.364	.000 <sup>b</sup>
	Residual	182.969	240	.762		
	Total	1998.801	245			

b. Dependent: Service Delivery

ANOVA results test goodness of fit of the study model. The F-calculated of 476.364 reported at  $0.000< 0.05$  indicated that there existed a goodness of fit between Environmental Scanning,

Strategy Formulation, Strategy Implementation, strategy monitoring and evaluation and strategic communication and service delivery at level Four Public Hospitals in Nairobi County. The result confirm that independent variables were good predictors of service delivery level Four Public Hospitals in Nairobi County.

**Table 5: Beta Coefficients**

Coefficients a					
Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	12.666	1.882		6.730	.000
Environmental scanning	.793	.029	.802	27.084	.000
Strategy Formulation	.874	.045	.684	19.360	.000
Strategy Implementation	-.751	.051	-.508	-14.633	.000
Strategy Control	.872	.070	.508	12.366	.000
Strategic Communication	.529	.046	.381	11.526	.000

Predictors: (Constant), Environmental Scanning, Strategy Formulation, Strategy Implementation, strategy control and strategic communication

b. Dependent: Service Delivery

From the results in Table 4.13, constant value in regression model was  $\alpha = 12.666$ . This revealed the level of service delivery in Level Four Public Hospital holding the influence of strategic management practices constant. Regression results revealed that Environmental scanning had a significant positive influence on service delivery in Level Four Public Hospitals ( $B_1 = 0.793$ ,  $PV = .000 < 0.05$ ,  $t = 27.084$ ). The finding implied that an increase in a unit in environmental scanning would lead to a significant increase service delivery in Level Four Public Hospital by regression factor  $B_1 = 0.793$ . Regression results revealed that strategy formulation had a significant and positive influence on service delivery in Level Four Public Hospitals in Nairobi County ( $B_2 = 0.874$ ,  $PV = .000 < 0.05$ ,  $t = 19.360$ ). The finding implied that a unit increase strategy formulation would lead to a significant increase in service delivery in Level Four Public Hospitals in Nairobi County by regression factor  $B_2 = 0.874$ . Regression results revealed that strategy implementation had a significant and negative influence on service delivery in Level Four Public Hospitals in Nairobi County ( $B_3 = -0.751$ ,  $PV = .000 < 0.05$ ,  $t = -14.633$ ). The finding implied that a unit increase misalignment of strategy implementation would lead to a significant decrease in service delivery in Level Four Public Hospitals in Nairobi County by regression factor  $B_3 = -0.715$ . Regression results revealed that strategy control had a significant and positive influence on service delivery in Level Four Public Hospitals in Nairobi County ( $B_4 = 0.872$ ,  $PV = .000 < 0.05$ ,  $t = 12.366$ ). The finding implied that a unit increase strategy control would lead to a significant increase in service delivery in Level Four Public Hospitals in Nairobi County by regression factor  $B_4 = 0.872$ . Regression results revealed that strategic communication had a significant and positive influence on service delivery in Level Four Public Hospitals in Nairobi County ( $B_5 = 0.529$ ,  $PV = .000 < 0.05$ ,  $t = 11.526$ ). The finding implied that a unit increase strategic communication would lead to a significant increase in service delivery in Level Four Public Hospitals in Nairobi County by regression factor  $B_5 = 0.529$ .

## 5.0 Summary of findings

On the environmental scanning the study revealed that there exist significant and positive correlation between environmental scanning and service delivery in Level Four Public Hospitals in Nairobi County. Environmental scanning had a significant positive influence on service delivery in Level Four Public Hospitals. Technological advancements have an impact on the dependable provision of healthcare services. Hospitals conduct market research on patient requirements and utilize environmental scanning to evaluate the impact of technological advancements on dependable healthcare service delivery. Conducting market research and environmental scanning facilitates the provision of services at Nairobi County's Level Four Hospital..

From the correlation results, there exists a strong, significant and positive correlation between strategy formulation and service delivery in Level Four Public Hospitals in Nairobi County. Strategy formulation had a significant and positive influence on service delivery in Level Four Public Hospitals in Nairobi County. There was an assessment of the types of available resources in the strategy design, human resource analysis, strategy designing, developing long-term strategies for the efficient provision of high-quality healthcare services. Long-term strategies are being created to effectively manage environmental opportunities and challenges while accounting for the advantages and disadvantages of the business.

On strategy implementation, there exists a strong, significant and negative association between strategy implementation and service delivery in Level Four Public Hospitals in Nairobi County. Strategy implementation had a significant and negative influence on service delivery in Level Four Public Hospitals in Nairobi County. The study found that centralization of databases for the delivery of healthcare services contributed to reduction in treatment duration and reduction in processing time and accessibility to the necessary high-quality medications. Patients were provided with the healthcare they expected and were given information in the language they understood best. On strategy monitoring and evaluation, there exists a strong, significant and positive association between strategy monitoring and evaluation and service delivery in Level Four Public Hospitals in Nairobi County. Also, strategy control had a significant and positive influence on service delivery in Level Four Public Hospitals in Nairobi County. The shows that a unit increase strategy control would lead to a significant increase in service delivery in Level Four Public Hospitals in Nairobi County

The study established that there exists a strong, significant and positive correlation between strategic communication and service delivery in Level Four Public Hospitals in Nairobi County. Regression results revealed that strategic communication had a significant and positive influence on service delivery in Level Four Public Hospitals in Nairobi. The finding implied that a unit increase strategic communication would lead to a significant increase in service delivery in Level Four Public Hospitals in Nairobi County. The study revealed that goals of the hospital are communicated to all the stakeholders in an effort to achieve service delivery in hospitals, that there is sharing of ideas on how to achieve strategy formulation and feedback systems are good to enhance service delivery in the hospital. From the findings, building of relationship among the stakeholders is good to achieve service delivery; there is good public relations in level Four hospitals in Nairobi County.

### **5.3 Conclusion**

The study concludes that environmental scanning significantly improved the way that Level Four Public Hospitals provided services. Staff and patient benchmarking led to the adoption of best practices in an effort to give patients better care. Reliable healthcare service delivery is impacted by technological improvements. It is evidence that hospitals using environmental scanning and market research to assess how technological changes and performing research on patient requirements influence provision of reliable healthcare services. The study conclude that environmental scanning has an impact on the provision of high-quality services where there is access to instrument for assessing the prerequisites for delivering high-quality treatment and top management at the hospital are able to assess the situation to determine the best course of action.

The study further conclude that designing and finishing the strategies as well as carrying out assessment of the various resource kinds enable achieving service delivery at the public hospitals in Nairobi County. Designing plans with human resource analysis in mind to provide quality healthcare delivery, doing performance analysis to establish the strategy that would enable service delivery and developing long-term plans to efficiently provide top-notch medical care influence service delivery in level four hospitals. Formulating plans for the future to strike a balance between the advantages and disadvantages of the enterprise and the effectively handling environmental issues and possibilities is important in efforts to enhance service delivery. The study concludes that the evaluation of training needs and the organizational structure of established level four hospitals have an impact on the provision of services. The study concludes that strategic communication significantly and positively influences service delivery in Level Four Public Hospitals in Nairobi. Effective feedback systems, sharing suggestions about how to formulate strategies and conveying hospital goals to all stakeholders are all efforts to accomplish service delivery. It is beneficial to foster relationships among stakeholders and having positive public relations. Also effectively involving stakeholders in conveying strategy implementation influence service delivery of Nairobi County's Level Four Hospitals.

### **5.4 Recommendations**

In order to enhance the supply of dependable healthcare services, the report suggests using environmental scanning and market research to evaluate how technological advancements are affecting the industry. It also recommend doing research on patient needs. In order to achieve service delivery at the public hospitals in Nairobi County, the study recommends that the organizations should develop strategies, conduct strategic analysis to develop effective strategies, design and complete the strategies, as well as conduct assessment of the various resource kinds.

Long-term strategies for effectively delivering first-rate medical care should also be in place. It is also necessary to balance the enterprise's benefits and drawbacks with the efficient management of environmental opportunities and concerns while creating future plans. The study recommend that since the implementation of the strategy has negatively impacted Level Four Public Hospitals' ability to provide services, it is imperative to prevent mismatching strategy implementation at all costs, since this would result in a notable reduction in the quality of care provided. The study provides evidence that the organizational structure of established level four hospitals and the assessment of training needs have an effect on service delivery.

The study recommend that management in public hospitals should deploy strategic control to foster achievement of service delivery Public Hospitals. Organizational structure enables delivering high-quality healthcare services and the senior management's aptitude and motivation support service delivery. Additionally, the ability to deliver superior services attributed to the senior management's talents and passion as well as their adherence to established operational protocols influence quality service delivery at the Level Four Hospitals. Also having a thorough awareness of the needs of the patients and providing market share information to clients improves service delivery. Finally, the study recommend that public hospitals should embrace strategic communication has it significantly and positively contribute to service delivery in Level Public Hospitals. Where feedback systems are effective, sharing suggestions about how to formulate strategies and conveying hospital goals to all stakeholders are all efforts to accomplish service delivery. It is beneficial to foster relationships among stakeholders and having positive public relations.

## REFERENCES

- Achira,S & Mutua J.N. (2024). Focus Strategy on the Performance of Level Four Public Hospitals in Nairobi County, Kenya. *The International Journal of Business & Management*, 11(11). <https://doi.org/10.24940/theijbm/2023/v11/i11/BM2311-013> (Original work published November 30, 2023)
- Agarwal, S., & Chetty, P. (2020). Role of communication and coordination in the service delivery process.
- Anbumozhi, V., & Kimura, F. (2020). Regional frameworks for advancing supply chain resilience and business continuity plans. In *Supply Chain Resilience* (pp. 307-338). Springer, Singapore.
- Arbelo, A., Arbelo-Pérez, M., & Pérez-Gómez, P. (2021). Profit efficiency as a measure of performance and frontier models: a resource-based view. *BRQ Business Research Quarterly*, 24(2), 143-159.
- Babenko, V., Kulczyk, Z., Perevosova, I., Syniavska, O., & Davydova, O. (2019). Factors of the development of international e-commerce under the conditions of globalization. In *SHS Web of Conferences* . 65, 04016. EDP Sciences.
- Chou, S., Chen, C. W., & Kuo, Y. T. (2018). Flexibility, collaboration and relationship quality in the logistics service industry: An empirical study. *Asia pacific Journal of marketing and logistics*.
- Choudhary, S., Nayak, R., Dora, M., Mishra, N., & Ghadge, A. (2019). An integrated lean and green approach for improving sustainability performance: a case study of a packaging manufacturing SME in the UK. *Production planning & control*, 30(5-6), 353-368.
- Demir, F. (2018). A strategic management maturity model for innovation. *Technology innovation management review*, 8(11).
- Gallo, P., Mihalčová, B., Gallo Jr, P., Čabinová, V., & Tomčíková, Ľ. (2019). Application of the Balanced Scorecard as A Strategic Management Tool In Practice: A Case Of Slovak Tourism Sector. *GeoJournal of Tourism and Geosites*, 24 (1), 19–28. *GeoJournal of Tourism and Geosites*, 19.
- Guerola-Navarro, V., Oltra-Badenes, R., Gil-Gomez, H., & Gil-Gomez, J. A. (2021). Research model for measuring the impact of customer relationship management (CRM) on performance indicators. *Economic Research-Ekonomska Istraživanja*, 34(1), 2669-2691.
- Hassink, R., Isaksen, A., & Trippel, M. (2019). Towards a comprehensive understanding of new regional industrial path development. *Regional Studies*.
- Hosono, A. (2020). Kaizen Toward Learning, Transformation, and High-Quality Growth: Insights from Outstanding Experiences. In *Workers, Managers, Productivity* . 45-67). Palgrave Macmillan, Singapore.

- Itemere, N. S., Kadima, J. M., Juma, D. (2021). Strategic evaluation practice on service delivery of water department of the County Government of Homabay; Kenya. *The Strategic Journal of Business & Change Management*, 8 (4), 96 – 108.
- Jovanović, T., Dražić-Lutitsky, I., & Vašiček, D. (2019). Implementation of cost accounting as the economic pillar of management accounting systems in public hospitals—the case of Slovenia and Croatia. *Economic research-Ekonomska istraživanja*, 32(1), 3754-3772.
- Mitei, D.C. (2019). Influence of Strategic Management Practices On Service Delivery By National Museums Of Kenya. MA Report, UNO, Kenya.
- Munirah, A. (2019). Implementation of Strategic Management Practices in Healthcare Sector in Saudi Arabia. *International Journal of Business and Administrative Studies*. 5(3), 131-144.
- Musili, T.M. & Mutinda, B. (2021). Strategic Management Practices and Service Delivery at Public Hospitals in Kenya: A Case of Kenyatta National Hospital, *Journal of Strategic Management*, 5(3), 115–128. <https://doi.org/10.53819/81018102t4025>
- Onyekwelu N. P. (2020). Effects of Strategic Management on Organizational Performance in Manufacturing Firms in South-East Nigeria. *Asian Journal of Economics, Business and Accounting*. 15(2): 24-31
- Păvălașcu, N. S., & Gabor, M. R. (2020). A Case Study on the Particularities and Sustainability of the Concepts of TQM, Quality Control, and Risk Management in the Corporate Insurance Industry: Loss and the Incidence of Catastrophic Risks. In *Multidisciplinary Digital Publishing Institute Proceedings* (Vol. 63, No. 1, p. 3).
- Riungu, F. K., Mugambi, H. (2018). Environmental Scanning, A Strategic Tool For Competitive Academic Performance of Secondary Schools in Kenya. *Research journal's Journal of Management*. 6 (6).1-12
- Riungu, F. K., Mugambi, H. (2018). Strategy Formulation, Positioning Process For Competitive Academic Performance In Secondary Schools In Kenya. *Research journal's Journal of Management*. 6 (6).1-12
- Runge, M., Snow, R. W., Molteni, F., Thawer, S., Mohamed, A., Mandike, R., ... & Pothin, E. (2020). Simulating the council-specific impact of anti-malaria interventions: a tool to support malaria strategic planning in Tanzania. *PloS one*, 15(2), e0228469.
- Song, X., Yang, S., Huang, Z., & Huang, T. (2019, August). The Application of Artificial Intelligence in Electronic Commerce. In *Journal of Physics: Conference Series* (Vol. 1302, No. 3, p. 032030). IOP Publishing.
- Tumate, N. M., & Njoroge, J. (2023). Strategic management practices and performance of public hospitals in Nairobi City County, Kenya. *International Academic Journal of Arts and Humanities*, 1(3), 123-144.
- Uwanyili, J. (2021). Strategic Management Practices and Service Delivery in Public Institutions in Rwanda. A Case of National Land Centre. *International Journal of Scientific and Research Publications*, 11, 1, 119-146
- Wasiu, A.A. & Fava, S. (2022). The Impact of Strategic Management Practice on Organizational Performance of Real Estate Businesses in Nigeria. A Dissertation Presented to the Department of Strategic Management Program at Selinus University of Science and Literature Faculty of Business & Media
- WHO (2019), Delivering quality health services: a global imperative for universal health coverage. World Health Organization, OECD, and International Bank for Reconstruction and Development/The World Bank.
- Yegon, J. (2019). Influence of Strategic Communication on Growth of Students' Population in Selected Private Universities in Kenya. *International Journal of Engineering and Management Research*. 09. 98-107. 10.31033/ijemr.9.6.17.