

Determinants of Quality of Service offered by Doctors of District Hospitals in Murang'a County, Kenya

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Abstract

There is a growing concern about the poor quality of health services rendered to the population by public hospitals in Kenya. The study sought to investigate factors affecting quality of service in public hospitals in Murang'a county, Kenya. The study was guided by resource-based theory and theory of human motivation. A descriptive research design was adopted. The study population was 84 healthcare providers. Questionnaires were administered and the data collected was analysed using descriptive statistics and regression analysis. The study findings indicated that management support, employee motivation, and resource allocation had a positive and significant effect on quality of service in public hospitals. The study concluded that management support, employee motivation, and resource allocation contribute significantly to positive change in quality of services in public hospitals. The study recommends that County governments should increase the number of employees working per facility; hospital management, County government, and all relevant stakeholders should ensure availability of resources for easier functioning; hospitals management should be flexible and create a free working environment where staff would freely air their views on services being offered; the use and acceptance of information technology services should be scaled up and an awareness of its benefits should be communicated to the staff so that they can adopt the technology.

Keywords: *Quality of Service, district hospitals, management support, employee motivation, resource allocation*

1.0 Introduction

Quality service as defined by the International Organization for Standardization (ISO) is a relative concept and in most cases where essential characteristic of a service conforms to the requirements of patient, then it can be ranked as high in quality (Reinartz, 2004). Quality of service is defined as an assessment of how well a client's expectations of the service are satisfied (Rachilo, 2015). Across all service industries, quality of service remains a critical issue in propagating and maintaining business in the competitive marketplace. To thrive in a highly competitive service environment, it is clear that service industries are required to provide customers with services high in quality. Therefore, we should not underestimate the importance of services and managing them. Companies are forced to be part of the service competition and therefore need a completely new perspective to view business. Most of the time, focus is on the external customers from where the direct profit comes. This perspective should be deflected to include internal customers because all customers are quite valuable

(Jarvi, 2012). According to (Olsen et al., 2003), consumers evaluate quality of service by comparing expectations (of service to be received) with perceptions (of service received) on ten dimensions: Credibility, understanding, responsiveness, courtesy, tangibility, security, competence, reliability, communication, and access.

Evaluating a service is more complex than evaluating a product because the product is tangible and its defects can be detected. Conversely, service is first purchased and then it is produced and consumed simultaneously, and then the possible nonconformities are produced and experienced, characterising their inseparability. Services are intangible and heterogeneous at the same time judged by the performance and experience of those who use them, with the possibility of interpretation and judgments, according to the provider and the user in question. (Mileide, 2013)

In Australia, USA, and Canada, service in public institutions is influenced by the forms of governments in power. The nature of policy and service arrangements will reflect the political and civic structure of the jurisdiction (Wanna et al., 2010). In Australia, Commonwealth increased its funding for education and other core areas like health which also increased the incentive payments to institutions that achieve service improvements. In this case, a reform for funding administration was put in place to separate funding at the Commonwealth level, policy formulation, and service funding (Han'guk Chose Yon'guwon et al., 2011).

In Africa, which has many low- and middle-income countries, lamentable failures in the quality of service in the public sectors are demonstrated by high rates of absenteeism among workers (Titi, 2016). These failures have propelled the agenda of better governance and accountability in public sector (Ringold et al., 2012). In sub-Saharan Africa, public sector reform (PSR) has supported public service by developing transition and developing economies. Sustainability issues have become a challenge even with the government trying to support the initiative. In Sub-Saharan Africa, organisers are part of the elite and not ordinary citizens, and citizens are not organised well enough to exercise influence of service, especially in public institutions (Mihyo et al., 2013). Many countries in sub-Saharan Africa due to economic factors and scarce resources are unable to provide well-equipped wards and provision of adequate quality and coverage of health services. This has prompted many countries to advocate for decentralization as a key factor to relay health sector reforms to improve access and quality of healthcare services provided by maximizing the use of available resources. Inequitable distribution of resources has led to poor management, underfunding, and deteriorating infrastructure leading to a fall in the quality of healthcare (WHO, 2008).

Problem Statement

The Government, civil society, stakeholders, development partners, and the people of Kenya have had major concerns about the performance of public sector workers in Kenya (Menge, 2012). There is a growing concern about the poor quality of health services rendered to the population by public hospitals in Kenya (Akacho, 2014). Even though, the Ministry of Health (MOH) policy endeavors to advocate for improved quality of services to be provided at health facilities in the country. The provision of high-quality affordable healthcare services is a difficult challenge due to the complexities of healthcare services that include cost, service, and organization financing. According to a survey done by (World Bank, 2015), the report indicated that majority of Kenyans would prefer to be treated in private hospitals due to a lack of facilities, long waiting hours, laxity in attendance, and poor patient relations among other claims in the public hospital. According to (Omondi, 2016) queuing and delay in offering services, disorganisation, inadequate working equipment, unclear processes, frequent

disagreements between management and staff in relation to delayed payment of dues, amorphous goals, and poor work environment formed part of service disruptions. These claims have been supported by the prolonged doctors' strike at the beginning of the year 2017. The doctors claimed better salaries and good working conditions in the public hospitals in Kenya. In the private facilities, these disruptions were not witnessed in as their operations were more organised and the process from admission to discharge had no confusion.

Various studies have been conducted to determine the factors affecting quality of service in organizations. Previous local studies done on quality of service focused on banking and the public sector in general. For instance, (Gachie, 2008) investigated an assessment of quality service focusing on Kenyan Commercial Banks. Momanyi (2008) surveyed quality-of-service management initiatives in the public sector which focused on a case study of selected ministries in Kenya while (Wambugu, 2009) undertook a study on the influence of quality of service on consumer preference in petroleum retailing in Thika District. Research on quality of services in health institutions has not been much conducted. The few related studies are that of (Akacha, 2016) which generalized objectives and didn't focus on how management practices may affect the quality of services in public hospitals. Therefore, this research was carried out to fill the knowledge gap by finding out the effects of management support, resource allocation, and employee motivation on quality of service in public hospitals in Kenya.

Research Objectives

1. To determine the effect of management support on quality of service in public hospitals in Muranga.
2. To determine the effect of employee motivation on quality of service in public hospitals in Muranga.
3. To determine the effect of resource allocation on quality of service in public hospitals in Muranga.

2.0 Literature Review

Theoretical Framework

Resource-based theory (Barney, 1991) was developed to understand how organizations achieve sustainable competitive advantages. For an organization to compete in the global market, there is a need to develop new business strategies and employ new technologies. A better understanding of the ways to adopt and implement new technologies like information technology is necessary due to their short life cycle which increases the changing cost of using the Information Technology (Bridge et al., 1998). According to resource-based theory, competitive advantage occurs only when there is a situation of resource heterogeneity (different resources across firms) and resource immobility (the inability of competing firms to obtain resources from other firms) (Barney, 1991).

The resource-based view (RBV) argues that firms possess resources a subset of those that lead to superior long-term performance and a subset of which enables them to achieve competitive advantage. Valuable and rare resources can lead to the creation of competitive advantage. That advantage can be sustained for longer periods to the extent that the firm can protect against transfer, resource imitation, or substitution. In general, resource-based view is strongly supported by empirical studies.

Maslow (1943) developed the Theory of Human Motivation that classifies human needs from basic to high-order needs commonly referred to as, a hierarchy of human needs. Based on the hierarchy, people are first motivated to fulfill basic order needs before moving on to other

advanced ones. Lower needs are the essential physical necessities that include food, water, sleep, and warmth. On satisfying these lower-level needs, people can move on to the safety and security level of needs; needs become increasingly psychological and social as people progress. Maslow emphasized the significance of self-actualization, which is a process of developing and growing as a person to accomplish individual potential. Safety and security needs such as health and well-being, safe neighborhoods, and shelter from the environment are important for survival.

Maslow's classification of needs as higher-order and lower-order needs is not standard and may vary across cultures based on individual differences and availability of resources in a particular country or region. One study singled out survival (physiological and safety) and psychological needs as the most significant levels of needs in the United States of America (USA) during the peacetime of 1993 to 1994. For citizens in Egypt and Saudi Arabia (Middle East), three levels of needs with respect to importance and fulfillment surfaced during the 1990 retrospective peacetime. Changes concerning the significance and fulfillment of needs shifted significantly across the USA and Middle East cultures. There was only one level of needs for the USA citizens since all needs were equally considered to be important. With respect to satisfaction of needs during the war, in the USA there were three levels: physiological needs, safety needs, and psychological needs.

In relation to this study, if the public does not have quality health services provided to them then they will lack the preventive and curative measures that are vital for their health. As a result, their health condition deteriorates making them weak and ineffective. They, therefore, need to be adequately provided with quality health services and hence will be able to value themselves and take care of their health needs and those of their fellow people consequently to ensure proper health growth and development.

Empirical Review

Management Support

Top-level management is the most important factor when implementing strategy due to its commitment to the strategic direction itself (Mwajuma, 2013). This is certainly imperative for strategy implementation. Top managers must therefore demonstrate their willingness and how they are devoted to the implementation process of quality of public hospitals services. This demonstrable commitment becomes a positive signal for all the affected organizational members. Aaltonen and Ikavalko (2002) recognise the role of middle managers and state that they are the key actors who have a vital role in strategic communication. Mankins and Steele (2005) suggest that education and training policies depend on a firm's management culture and forms of management-led organizational change. While such policies are affected by a firm's market, production technologies, and strategic goals, managers have the discretion to pursue varied strategies regarding three issues: entry-level education and training, employee development, and company-school relations to enhance skills.

Top management provides the necessary resources and authority or power for project success. Top management support in strategy implementation has two main facets that are providing leadership and providing the necessary resources (Wasike, 2010). To implement strategic plans successfully, management should monitor the implementation progress and provide clear direction for the project. They must be willing to allow for a mindset change by accepting that a lot of learning must be done at all levels including themselves (Bhatti, 2005). (Porter, 1980) categorised quality as a primary basis for differentiation strategy.

He states that firms that choose to adopt this strategy will uniquely position their services and products based on several attributes leading to a premium price. Management can create more effective awareness of the strategic plan by communicating its benefit of quality services. Management support through enhancement of teamwork and participation fosters quality service delivered in public institutions.

Employees Motivation

Motivation is defined as a process that determines how energy is used to satisfy needs. It is a resource allocation process where time and energy are allocated to several tasks (Latham & Pinder, 2005). Motivation is a need or desire that causes a person to act to have initiative, spirit, or be enterprising. There are two types of motivation.

Intrinsic motivation is a factor that is self-generated that impact people to behave in a particular way or to move in a particular direction. The factors include responsibility, autonomy, scope to develop and use skills, and opportunities for advancement. Extrinsic motivation is influenced by external factors. This includes rewards such as increased pay, praise or promotion, and punishments such as disciplinary action, withholding pay, or criticism (Simiyu, 2015).

According to (Armstrong, 2005) people are prompted to achieve certain goals and will be satisfied if they are rewarded with an intrinsic sense of achievement or extrinsic recognition. This suggests that rewarding them by financial or non-financial means when they do perform and giving people the opportunity to perform and improvements can be achieved. (Brewer, 2003) found that public servants are motivated by a strong desire to perform public, community, and social service. Local authorities should provide a work environment that allows an employee to serve and an incentive structure to support the initiative. People will perform well at a job because; they want to and are incentivised, they have the necessary skills and ability, and their work environment provides necessary support and avenues for expression. As defined by (Boxall & Purcell, 2003) the level of individual performance is a function of ability, motivation, and opportunity. According to (Houston, 2005) public sector reward structure should provide an opportunity for employees to satisfy their public service motives. Motivation is seen by employees as a future-oriented concept in that people anticipate the amount of need satisfaction that will occur when outcomes are received (Latham & Pinder, 2005).

William, (2011) states that many recent theories of organizational behaviour find it important for the field to re-emphasize behaviour. Motivation is a human psychological characteristic that contributes to a person's degree of commitment (Cummings, 1998). Managers and management researchers have long believed that organizational goals are unattainable without the enduring commitment of members of the organizations. Motivation includes the factors that cause, channel, and sustain human behaviour in a particular committed direction. While recognizing the central role of motivation, (Griffin, 2012) goes on to say that there are basic assumptions of motivation practices by managers which must be understood. First, one cannot feel very good about oneself if one is not motivated therefore motivation is commonly assumed to be a good thing. Second, motivation is one of several factors that go into a person's performance alongside ability, resources, and conditions under which one performs is also important. Third, managers and researchers alike assume that motivation is in short supply and needs periodic replenishment. Lastly and most importantly, motivation is a tool that managers can use in organizations.

Resource Allocation

Successful implementation of a strategy is costly and thus requires extra allocation of funds. The smooth implementation of a strategy requires the implementation team to determine the sources of funds that include an appropriate mix of debt and equity in a firm's capital structure (Gitau, 2012). Organizations set aside allocations in their budgets either debt or stock to raise funds to finance strategy implementation. A public institution may raise funds from donations and grant; also from the parallel programs, they offer. Where an organization intends to maximize profits and not shareholders' wealth, it may opt for raising funds through the stock and not debt for financing strategies. According to (Gitau, 2012), an organization has to choose the method of raising funds for strategy implementation and ensure that ownership is not diluted and profits levels are not affected.

The implementation process requires members' knowledge, skills, and responsibility. Financial skills and competence are based on financial knowledge, and understanding influenced by spending and savings (Mankins & Steele, 2005). The top managers must have insight skills in financial management. Lack of this skill has led to failure of many organizations and poor implementation of strategies.

The organization has to analyze the cost implication of financial resources required for implementation of a specific strategy. It has to determine the method of raising the finances to support the goals and objectives of the organization. The management team will evaluate the costs vis a vis benefits of implementing the strategy and take collective action (David, 2002).

An organization will identify sources of financial resources to support implementation of strategies. The management analyzes the short-term and long-term activities, tasks, and objectives that require financing and determines the cost-effective means of raising the finances. The internal sources may include cash in hand, debtors, and creditors while external sources include Loans, Equity, and stock. The nature of the specific strategy determines the source of finances in an organization.

In many developing countries, political and bureaucratic leakage, abuse, fraud, and corrupt practices are likely to occur at every stage of the process as a result of a lack of effective auditing, poorly managed expenditure systems, lax fiscal controls over the flow of public funds, lack of supervision and organizational deficiencies (Elmendorf et al., 2000). Governments, therefore, do not have the financial and technical capacity to effectively exercise such oversight and control functions, use financial resources, and track and report on allocation and disbursement (Smee, 2002). Most of the public hospitals in Kenya especially rural areas are in a bad state and lack necessary equipment which has incapacitated them from offering efficient services to patients to hereby alleviate the deplorable condition proper measures must be taken into consideration (Maureen, 2005). Low funding and low staffing for Community Health Workers programs in the country have adversely affected the delivery of quality healthcare services, especially at the grassroots (Maureen, 2005).

Quality Service

Service Quality has been defined as a consumer attitude reflecting the perceived overall superiority and excellence in the process and outcome of a service provider (Parasuraman et al., 1988). Service quality is a correlation between expectations and performance. Measuring quality in the service sector is more difficult than measuring quality in manufactured sector because quality evaluations are not made solely on the outcome of a service; they also involve evaluations of the process of service delivery. One of popular service quality models is SERVQUAL model (Parasuraman et al., 1988), which assesses service quality through the gaps between customer expectations __ (E) and perceptions __ (P). The SERVQUAL model

states that customers assess the quality of service on five distinct dimensions: assurance, responsiveness, reliability, empathy, and tangibles. The SERVQUAL instrument consists of 22 statements for assessing consumer perceptions and expectations regarding the quality of service. Comparisons of expectations by consumers with their perceptions of service delivered and the service provide service quality results (Zeithaml et al., 1990). Therefore, the delivery of perceived good service quality is meeting the consumers' expectations. Excellent service quality would be achieved by exceeding the customers' expectations. (Zeithaml & Bitner, 2000) suggested that service performance is judged against customer expectations which are beliefs about a service that serve as standards. According to the study carried out by (Ladhari, 2009), it is recommended that the SERVQUAL model is a good scale to use when measuring service quality in various specific industries but that it is appropriate to choose the most important dimensions of this model that fit that particular service being measured to assure reliable and valid results.

Services must, of necessity concern people dealing with other people (Mwendar, 2007). Service as a concept has been defined by different authors differently. (Rust et al., 2006) defines service as any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything. (Kotler, 2009) further states that production may or not be tied to a physical product.

Quality is an important issue that cannot be avoided in education at present and all efforts and initiatives that institutions do to ascertain quality turns out to be most important and effective. However, a decline in the quality of services delivered in public academic institutions has been caused by the entry of private providers of high education coupled with crying voices of declining government funding to public institutions as a response to their increasing demand for higher education (Basheka et al., 2009).

The main factors that affect service quality are empathy, tangibles, and responsiveness. In these aspects of service quality, customers need new impressions each time even existing clients expect the same as new clients (Rachilo, 2015). Loyal customers (behavioural loyalty) expect a lower level of service assurance because they trust service providers more. Empathy is the field that brings many potential moments of truth (moments of magic) for all customers equally. Responsiveness appears to be particularly related to personal relationships. Therefore, very sensitive to improper human resources policy by a company especially in some particular situations like rapid staff exchange Finally, reliability is the special field of benchmarking with competitive services; in essence, this factor remains in relationship with the use of service provided by others (Ho et al., 2005). It involves the ability of the organization to provide services as promised and exercising dependability in handling customers' service problems (Kang et al., 2002). Employees should be dependable for handling any problems arising and in practice organisations should always ensure that they provide service at the promised time.

Assurance is mostly dependent on the know-how of the employees and involves engagement of employees who instill confidence in the customer based on their level of knowledge, skills, and expertise. This assures the customers by making them feel safe in all the transactions they execute with the organization. The courtesy level and respect of employees towards the customers is also a source of assurance (Johnston & Clark, 2001). Olsen and Johnson (2003), contend that; professional appearance of the employees, visually appealing facilities, modern equipment and tools, neatness, and visually appealing materials associated with the service under consideration are the minimum tangibles that can enable an organization to offer the required level of service quality. (Kang et al., 2002) observes that service quality includes; the act of customers being dealt with in a caring fashion by the employees and the organization

ensuring that stipulated services are offered during hours and days that are convenient to the customer.

3.0 Methodology

A descriptive research design with a survey method was applied in this research in attempting to delineate the factors affecting quality service in public hospitals in Muranga. The study population was 84 healthcare providers. Questionnaires were administered and the data collected was analyzed using descriptive statistics and regression analysis.

4.0 Results and Discussion

Descriptive Statistics on Management support

The study needed to establish the effect of management support on the quality of service of district hospitals in Murang'a County. The responses were rated on a five-point Likert scale where 1- Strongly disagree, 2 - Disagree, 3- Neutral, 4 - Agree, and 5 - Strongly agree. The results were as illustrated in Table 1.

Table 1: Management support

	Mean	Std. Deviation
Support from senior officers to subordinate officers enhances service in public hospitals in Muranga County	3.885	0.471
Communication with the senior officers is effective in public hospitals in Muranga County.	4.192	0.398
Superior performance can be achieved in a competitive industry through pursuit of generic strategies	3.654	0.789
Authority by senior officers has a positive impact on service	4.032	0.613
Delegation by the senior officers has value when it comes to quality of service	4.096	0.465
The ability of the management to resolve conflict is fast, efficient, and effective	3.936	0.700
The management makes changes based on my suggestions and feedback	4.011	0.374

From the results in Table 1, the respondents strongly agreed that communication with the senior officers is effective in public hospitals in Muranga County (mean=4.192), delegation by the senior officers has value when it comes to quality of service (mean=4.096), authority by senior officers has a positive impact on quality of service (mean=4.032) and that the management makes changes based on my suggestions and feedback (mean=4.011). In addition, respondents agreed that the ability of the management to resolve conflict is fast, efficient, and effective (mean=3.936), support from senior officers to subordinate officers enhances service quality in public hospitals in Muranga County (mean=3.885) and that superior performance can be achieved in a competitive industry through pursuit of generic strategies (mean=3.654).

This implies that communication with the senior officers is effective in public hospitals in Muranga County, delegation within the district hospitals has value when it comes to quality of service, authority by senior officers has a positive impact on quality of service and the management makes changes based on my suggestions and feedback. Similar to the study findings, Wasike (2010) noted that top management provides the necessary resources and authority or power for project success. Top management support in strategy implementation has two main facets that is providing leadership and providing the necessary resources. To

implement strategic plans successfully, management should provide clear direction, and monitor the implementation and the progress of the project. They must be willing to allow for a mindset change by accepting that a lot of unlearning and learning must be done at all levels of management (Bhatti, 2005). (Porter, 1980) categorised quality as a primary basis for differentiation strategy. He states that firms that choose to adopt this strategy will uniquely position their services and products based on several attributes leading to a premium price. Management support through enhancement of teamwork and participation fosters quality of service delivered in public institutions.

Descriptive Statistics on Employees' motivation

With this study, we sought to establish how employee motivation affects the quality of service of district hospitals in Murang'a County. The responses were rated on a five-point Likert scale where 1- Strongly disagree, 2 - Disagree, 3- Neutral, 4 - Agree, and 5 - Strongly agree. The results were as illustrated in Table 2.

Table 2: Employees' motivation

	Mean	Std. Deviation
Staff compensation at the hospital impact on quality of service and customer satisfaction level	4.077	0.882
Annual bonuses at the hospital motivate staff to offer better service to customers at the hospital	3.750	0.437
Staff recognition at the hospital has a positive impact on quality of service offered to customers	4.211	0.750
Our hospital spends spend large amounts of money on staff growth to improve on quality of service	4.058	0.235
The hospital provides a conducive environment for career advancement hence impacting positively on quality of service	4.064	0.504
The salary level offered in these hospitals impacts on quality of service	4.021	0.672
The work environment is safe and free from hazards as all precautions have been set and established	4.106	0.310
Opportunities exist for career advancement	4.064	0.564

This implies that staff recognition at the public hospitals in Muranga County has a positive impact on quality of service offered to customers, work environment is safe and free from hazards as all precautions have been set and established, staff compensation at the public hospitals in Muranga County impact on service quality and customer's satisfaction level and that the public hospitals in Muranga County provide a conducive environment for career advancement hence impacting positively on service quality. This is consistent with William, (2011) who states that motivation is a human psychological characteristic that contributes to a person's degree of commitment (Cummings, 1998). Managers and management researchers have long believed that organizational goals are unattainable without the enduring commitment of members of the organizations. Motivation includes the factors that cause, channel, and sustain human behaviour in a particular committed direction. While recognizing the central role of motivation, (Griffin, 2012) goes on to say that there are basic assumptions of motivation practices by managers which must be understood. First, one cannot feel very good about oneself if one is not motivated therefore motivation is commonly assumed to be a good thing.

Second, motivation is one of several factors that go into a person's performance alongside ability, resources, and conditions under which one performs are also important. Third, managers and researchers alike assume that motivation is in short supply and needs periodic replenishment. Lastly and most importantly, motivation is a tool that managers can use in organizations.

Descriptive Statistics on Resource allocation

It was the aim of the study to establish the influence of resource allocation on the quality of service of district hospitals in Murang'a County. The responses were rated on a five-point Likert scale where 1- Strongly disagree, 2 - Disagree, 3- Neutral, 4 - Agree, and 5 - Strongly agree. The results were as illustrated in Table 3.

Table 3: Resource allocation

	Mean	Std. Deviation
Professional human capital among doctors is enough to steer up service quality in public hospitals in Muranga County.	4.289	0.957
Technology within hospitals has highly assisted to provide adequate service quality in public hospitals in Muranga County	4.500	0.505
Financial resources are sufficient for a better quality of service in public hospitals in Muranga County	3.692	0.612
Adequate funds are provided to support services in the hospital	4.077	0.269
There is enough hospital personnel to serve the capacity number of patients	4.117	0.701

This indicates that technology within hospitals has highly assisted to provide adequate quality of service in public hospitals in Muranga County, professional human capital among doctors is enough to steer up quality of service in public hospitals in Muranga County and that there is enough hospital personnel to serve the capacity number of patients. In line with the study findings, David (2002) opined that the organization has to determine the method of raising the finances to support the goals and objectives of the organization as well as analyze the cost implication of financial resources required for implementation of a specific strategy. The management team will evaluate the costs vis a vis benefits of implementing the strategy and take collective action. An organization will identify sources of financial resources to support implementation of strategies. The management analyzes the long-term and short-term activities, objectives, and tasks that require financing and determines the cost-effective means of raising the finances. The internal sources may include cash in hand, creditors, and debtors while external sources include Loans, donations, equity, grants, and stock. The nature of the specific strategy determines the source of finances in an organization.

Descriptive Statistics on Quality of service of district hospitals

Respondents were kindly requested to indicate their level of agreement with regard to the following statements concerning performance in their places of work for a period of five years (2012-2016). The responses were rated on a five-point Likert scale where 1- Strongly disagree, 2 - Disagree, 3- Neutral, 4 - Agree, and 5 - Strongly agree. The results were as illustrated in Table 4.

Table 4: Quality of service of district hospitals in Murang’a County

	Mean	Std. Deviation
Affordability	3.942	0.235
Accessibility	4.154	0.697
Relevance	4.308	0.961
Acceptability	3.875	0.585

From the study, majority of the respondents strongly agreed that quality of service has increased relevance (mean=4.308), accessibility (mean=4.154) affordability (mean=3.942), and acceptability (mean=3.875). These findings is backed up by the findings of Rachilo, (2015) who indicates that the main factors that affect quality of service are tangibles, responsiveness, and empathy. In these aspects of service quality, customers need new impressions each time this applies to even existing clients who expect the same as new clients. Loyal customers (behavioural loyalty) expect a lower level of service assurance because they trust service providers more. Responsiveness appears to be particularly related to personal relationships. Empathy is the field that brings many potential moments of truth (moments of magic) for all customers equally. Therefore, very sensitive to improper human resources policy by a company especially in some particular situations like rapid staff exchange Finally, reliability is the special field of benchmarking with competitive services; in essence, this factor remains in relationship with the use of service provided by others (Ho et al., 2005). It involves the ability of the organization to provide services as promised and exercising dependability in handling customers’ service problems (Kang et al., 2002). Employees should be dependable for handling any problems arising and in practice organisations should always ensure that they provide service at the promised time.

Regression Analysis

The study further applied a general linear model to determine the factors affecting the quality of service of district hospitals in Murang’a County. This included regression analysis, the model, analysis of variance, and coefficient of determination. In the endeavor, the study sought to determine the goodness of fit of the regression equation using the coefficient of determination between the overall independent variables and quality of service of district hospitals in Murang’a County. Coefficient of determination established the strength of the relationship. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (Quality of service of district hospitals in Murang’a County) that is explained by the management support, employee’s motivation and resource allocation as the independent variables of the firm. Model summary table provides information about the regression line’s ability to account for the total variation in the dependent variable

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.921	0.849	0.845	0.04131

- a. Dependent Variable: Quality of service of district hospitals in Murang’a County
- b. Predictors: (Constant), Management support, Employees motivation, and Resource allocation

Table 5 illustrates the strength of the relationship between Quality of service of district hospitals in Murang’a County and independent variables. From the determination coefficients, it can be noted that there is a strong relationship between dependent and independent variables given an R^2 values of 0.849 and adjusted to 0.845. This shows that the independent variables (Management support, Employee motivation, and resource allocation) account for 84.5% of the variations in Quality of service of district hospitals in Murang’a County.

Analysis of variance (ANOVA) is a collection of statistical models used to analyze the differences among group means and their associated procedures (such as "variation" among and between groups).

Table 6: ANOVA of the Regression

	Sum of Squares ^{df}		Mean Square F		Sig.
Regression	9.168	3	3.056	2.1715	0.00818
Residual	105.525	75	1.407		
Total	114.693	78			

- a. Dependent Variable: Quality of service of district hospitals in Murang’a County
- b. Predictors: (Constant), management support, employee motivation, and resource allocation

Analysis of Variance (ANOVA) was used to make simultaneous comparisons between two or more means; thus, testing whether a significant relationship exists between variables (dependent and independent variables). This helps in bringing out the significance of the regression model. The ANOVA results presented in Table 6 show that the regression model has a margin of error of $p = 0.008$. This indicates that the model is significant since its p-value is less than significance test of 0.05. An F statistic of 2.171 indicated that the combined model was significant. This was supported by a probability value of (0.008). The reported significance level of (0.00818) is less than the conventional probability of (0.05) and hence significant.

Multiple regression analysis was conducted to determine the relationship between the Quality of service of district hospitals in Murang’a County and the four variables.

Table 7: Coefficient of Correlation

	Un-standardized		Standardized	t	Sig.
	Coefficients		Coefficients	t	Sig.
	B	Std. Error	Beta	t	Sig.
(Constant)	3.77	0.451		8.359	0.000
Management support	0.782	0.279	0.126	2.803	0.007
Employees motivation	0.463	0.221	0.146	2.095	0.040
Resource allocation	0.473	0.217	0.045	2.180	0.033

- a. Dependent Variable: Quality of service of district hospitals in Murang’a County

Based on the study findings, the hypothesis equation model becomes

$$\text{Quality of service of district hospitals in Murang'a County} = 3.77 + 0.782 X_1 + 0.463 X_2 + 0.473 X_3$$

From the finding in Table 7, the study found that holding management support, employee motivation, and resource allocation, at zero quality of service of district hospitals in Murang’a

County will be 3.77. It was established that a unit increase in management support while holding other factors (employees' motivation and resource allocation) constant, will lead to an increase in Quality of service of district hospitals in Murang'a County by 0.782 ($p = 0.007$). Similar to the study findings, Mwajuma, (2013) opined that top-level management is the most important factor when implementing strategy due to its commitment to the strategic direction itself. This is certainly imperative for strategy implementation. Top managers must therefore demonstrate their willingness and how they are devoted to the implementation process of quality of public hospitals service. This demonstrable commitment becomes a positive signal for all the affected organizational members. (Aaltonen & Ikavalko, 2002) recognises the role of middle managers and state that they are the key actors who have a vital role in strategic communication.

Further, a unit increase in Employee motivation, while holding other factors (management support and resource allocation) constant, will lead to an increase in Quality of service of district hospitals in Murang'a County by 0.463 ($p = 0.040$). In tandem with the study findings, Armstrong (2005) argued that people are prompted to achieve certain goals and will be satisfied if they are rewarded by an intrinsic sense of achievement or extrinsic recognition. This suggests that rewarding them by financial or non-financial means when they do perform and giving people the opportunity to perform and improvements can be achieved. (Brewer, 2003) found that public servants are motivated by a strong desire to perform public, community, and social service. Local authorities should provide a work environment that allows an employee to serve and an incentive structure to support the initiative. People will perform well at a job because; they want to and are incentivised, they have the necessary skills and ability, and their work environment provides necessary support and avenues for expression. As defined by (Boxall & Purcell, 2003) the level of individual performance is a function of ability, motivation, and opportunity.

A unit increase in resource allocation, while holding other factors (management support and employees' motivation) constant, will lead to an increase in Quality of service of district hospitals in Murang'a County by 0.473 ($p = 0.033$). In agreement with the study findings, Gitau (2012) revealed that the smooth implementation of a strategy requires the implementation team to determine the sources of funds that include an appropriate mix of debt and equity in a firm's capital structure. Organizations set aside allocations in their budgets either debt or stock to raise funds to finance strategy implementation. A public institution may raise funds from donations and grant; also from the parallel programs, they offer. Where an organization intends to maximize profits and not shareholders' wealth, it may opt for raising funds through stock and not debt for financing strategies (Gitau, 2012). According to (Gitau, 2012), an organization has to choose the method of raising funds for strategy implementation and ensure that ownership is not diluted and profits levels are not affected.

This infers that employee motivation contributes most to the quality of service of district hospitals in Murang'a County followed by management support. At 5% level of significance and a 95% level of confidence, employee motivation, management support, and resource allocation are significant in quality of service of district hospitals in Murang'a County. In agreement with the study findings, successful implementation of a strategy is costly and thus requires extra allocation of funds.

5.0 Conclusion

The study concludes that holding management support, employee motivation, and resource allocation, at zero quality of service of district hospitals in Murang'a County will be 3.77. It

was established that a unit increase in management support while holding other factors (employees' motivation and resource allocation) constant, will lead to an increase in Quality of service of district hospitals in Murang'a County by 0.782 ($p = 0.007$). Further, a unit increase in Employee motivation, while holding other factors (management support and resource allocation) constant, will lead to an increase in Quality of service of district hospitals in Murang'a County by 0.463 ($p = 0.040$). A unit increase in resource allocation, while holding other factors (management support and employees' motivation) constant, will lead to an increase in Quality of service of district hospitals in Murang'a County by 0.473 ($p = 0.033$).

6.0 Recommendations

County governments should increase the number of employees working per facility as this enables efficiency and minimises errors and negligence of the doctors to patients due to overworking. This would cover the gap between service quality specifications that is affected by recruitment.

Limitation of resources and funds is a hindrance to productivity due to unavailability of the necessary equipment required to carry out the daily activities required of the doctors. This hugely affects the quality of service within a work environment. The management, County government, and all relevant stakeholders should ensure availability of these resources for easier functioning.

Encouragement of bottom-up communication enables the management to the information on employees' needs, perceptions, values, and opinions, therefore, tailoring the organisation towards meeting the needs of everyone within the organisation.

It is recommended that the management of the hospitals should be flexible and create a free working environment where staff would freely air their views on services being offered. This counters the gap between customer expectation and management perception as this also arises when there is insufficient communication between contact employees and the top management.

It is also recommended that the use and acceptance of ICT services should be scaled up and an awareness of its benefits should be communicated to the staff so that they can adopt the technology.

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