



Volume and Issues Obtainable at Center for Sustainability Research and Consultancy

Journal of Business and Social Review in Emerging Economies

ISSN: 2519-089X & ISSN (E): 2519-0326

Volume 10: Issue 2 June 2024

Journal homepage: www.publishing.globalcsrc.org/jbsee

Effect of Resource Orientation on Service Delivery of Public Level Four Hospitals in Kakamega County Kenya

***Gregory Ombito**, MBA Student, School of Business and Economics, Masinde Muliro University of Science and Technology, Kenya

Nanyama Rosemary Mumaraki, Lecturer, School of Business and Economics, Masinde Muliro University of Science and Technology, Kenya

Jackline Odero, Senior Lecturer, School of Business and Economics, Masinde Muliro University of Science and Technology, Kenya

*Corresponding author's email: gombito@mmust.ac.ke

ARTICLE DETAILS

History

Revised format: May 2024

Available Online: Jun 2024

Keywords

Resource Orientation,

Service Delivery,

Level Four Public Hospitals.

JEL Classification

M1, M2

ABSTRACT

Purpose: The study established the effect of resource orientation on service delivery of Level Four Public Hospitals in Kakamega County, Kenya

Methodology/Approach: Mixed research design comprising of a descriptive and causal were applied. Targeted 304 comprising of 162 nurses, 135 Hospitals office staff and 7 Hospital Administrators. The study sample size was 173 using Yamane formulae. The study applied stratified and simple random sampling technique. Structured questionnaires aided in data collection. Pilot study was done at Sabatia District hospital in Vihiga County. Reliability was tested using Cronbach Alpha while validity was tested using content validity. SPPs versio 23 was used for effective descriptive as well as inferential statistics.

Findings: The study found out that customer orientation had a significant influence on service delivery (t-statistic=7.489).

Implications: Important to medical practitioners, government Authorities, and management of hospitals in managing strategic orientation plans for service delivery. The study recommends that customers orientation should be prioritized since it enhances service delivery.



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Recommended citation: Ombito, G., Mumaraki, N. R., and Odero, J. (2024). Effect of Resource Orientation on Service Delivery of Public Level Four Hospitals in Kakamega County Kenya. *Journal of Business and Social Review in Emerging Economies*, 10 (2), 311-322.

DOI: <https://doi.org/10.26710/jbsee.v10i2.3062>

Introduction

Resource orientation refers to asset advantage assessed through coordination of resources, partnership with donors, knowledge resource, utilization of resources, timeliness of disbursement of resources and adequacy of resources. Resources are the asset based contents for an institution based on physical and non physical assets for instance nonphysical is based on knowledge or skill ability. Hospitals have

resources based on drugs, bed capacity, structures, logistics machines such as ambulance and skill level of doctors and staff members (Pratono, 2016). The resource ability was ascertained through coordination of resources, partnership with donors, knowledge resource, utilization of resources, timeliness of disbursement of resources and adequacy of resources.

Hospitals have several resources that come with unique approach that makes them gain reputation. Resources based on facilities to manage patients such as ambulance and bed capacity as well as medicine makes hospitals to gain ability to deliver services (Obeidat, 2016). The uniqueness in medical practitioners makes hospital operations far much better. It is upon such resources that service delivery is sought in hospitals.

The implementation of services in hospitals is a critical element of healthcare systems worldwide, and its impact on public health outcomes and societal well-being is significant. The efficacy of service delivery is a fundamental criterion for evaluating the effectiveness of governmental institutions (hospitals). The processes and mechanisms by which governmental bodies execute their obligations to citizens and provide essential services are collectively referred to as service delivery. Recently, the quality of service delivery, patient-employee satisfaction, and efficiency has been given significant attention as a result of their correlation with customer retention, strategic orientation, and satisfaction.

Customer loyalty, profitability, service guarantees, and organizational growth are all significantly influenced by service delivery. In the current era of budget cuts and declining public satisfaction with services, it is not only necessary but also imperative to enhance customer service (McKenny *et al.*, 2018). These are fundamental functions of performance management, and it is crucial to enhance service delivery by establishing service standards through the establishment of performance targets.

Statement of the Problem

The government has made significant financial contributions to the health sector yet public health institutions are still performing below the necessary standard (KNBS, 2020). According to the World Health Organization (2022), the patient to nurse ratio is 1 to 6 globally. However, in Kenya, the ratio is approximately 1 to 30. Despite the relatively small number of doctors in Kakamega County, 13 of them have resigned as a result of delayed salaries and unfavorable working circumstances (Kenya Medical Practitioners, 2020). Nurses in Kakamega County faces significant work pressure in order to fulfill the healthcare needs of patients, which could potentially hinder the delivery of services (Agina, 2017).

The current healthcare services given in Kenya's public health system do not align with the fundamental principles of excellent healthcare, which include privacy, dignity, choice, safety, autonomy, and fulfillment (WHO, 2022). Kakamega County had a malaria prevalence rate of 33%, which was the second highest in the region. This necessitates the implementation of effective measures in hospitals to address the issue (National Malaria Control Programme, 2022).

Research has been conducted on strategic orientation in several contexts, such as China (Yang & Zhang, 2020), Jordan (Obeidat, 2016), Thailand (Kerdpitak & Boonrattanakittibhumi, 2020) and Turkey (Alobaidi, 2019). Further the studies have been done in other sectors such as universities (Giuri *et al.*, 2019), and small and medium-sized enterprises (Pratono, 2016). Moreover, construct gaps identified (Abdille, 2020) the present study included organizational variables as a moderating component. Abdille, (2020) while examining strategic orientations and performance of hotels in Mombasa County suggested further study in other sectors such as hospitals, this study therefore investigated the impact of resource orientation on the provision of services in Level Four Public Hospitals in the Western Region of Kenya.

Objectives of the Study

To determine the effect of resource orientation on service delivery of Level four public hospitals in Kakamega County, Kenya

Research Hypothesis

H_{01} : Resource orientation has no significant effect on service delivery of Public Level four public hospitals in Kakamega County, Kenya.

Literature Review

Goal Setting Theory

The formulation of goal setting theory occurred in the 1960s by Edwin Locke. The theory facilitates the effective provision of services. The statement suggests that setting specified and difficult goals, together with receiving appropriate feedback, leads to improved and more effective task performance. Achievement of a strategic focus centered around customers, technology, and resource allocation. Goal planning provides employees with clear guidance on what tasks need to be accomplished and the level of effort required (Boohene, 2018). Within the hospital setting, objectives are established to achieve customer satisfaction, enhance technological capabilities, and optimize resource availability and usage.

The crucial aspects of goal-setting theory that are particularly relevant in hospitals involve the employees' dedication to achieving their goals, particularly among medical staff. Essentially, healthcare staff must establish explicit, specific, and challenging objectives. Well defined and unambiguous objectives result in increased productivity and enhanced overall performance. Setting explicit, quantifiable, and unambiguous objectives, along with a specified timeframe for their achievement, helps prevent any confusion or misinterpretation. The hospital management ensures that the goals are both attainable and demanding. While goals in hospitals may be difficult, the more difficult the goal, the higher the payoff for medical professionals and the healthcare industry as a whole, and the stronger the drive to achieve it (Boohene, 2018).

The level of self-efficacy directly influences an individual's response to demanding tasks. A higher level of self-efficacy leads to increased effort and determination, while a lower level of self-efficacy results in decreased effort or even quitting when faced with challenges (Bukirwa & Kising'u, 2017).

The concept of goal commitment is based on the assumption that an individual is fully dedicated to achieving a goal and will not abandon it. This assumption relies on the idea that objectives are openly established, communicated, and shared (Obeidat, 2016). The theory is applicable to the study because achieving customer orientation, resource orientation, and technology orientation requires established frameworks for improved service delivery. Setting goals enhances service delivery by boosting motivation and effort, as well as by elevating and enhancing the quality of feedback (Bukirwa & Kising'u, 2017).

Goal conflict negatively impacts performance when it leads to incompatible action drift. Challenging and intricate objectives encourage more daring action, resulting in variations in the time it takes to serve a client's purpose in a medical setting, depending on the patient's scenario (Shire & Oringo, 2020). Furthermore, if the individual does not possess the necessary skills and competencies to carry out the crucial steps required to achieve the objective, the goal-setting process might be unsuccessful and result in a decline in performance. There is a lack of data to substantiate the claim that goal-setting enhances service delivery, as stated by Shire and Oringo in 2020. Hospitals have goals that are focused on customer satisfaction, efficient use of resources, utilization of technology, and organizational factors. These goals align with the philosophy of goal setting.

Empirical Review

Resources are the asset based contents for an institution based on physical and non physical assets for instance non physical is based on knowledge or skill ability. Hospitals have resources based on drugs,

bed capacity, structures, logistics machines such as ambulance and skill level of doctors and staff members (Pratono, 2016). The resource ability was ascertained through coordination of resources, partnership with donors, knowledge resource, utilization of resources, timeliness of disbursement of resources and adequacy of resources.

Hospitals have several resources that come with unique approach that makes them gain reputation. Resources based on facilities to manage patients such as ambulance and bed capacity as well as medicine makes hospitals to gain ability to deliver services (Obeidat, 2016). The uniqueness in medical practitioners makes hospital operations far much better. It is upon such resources that service delivery is sought in hospitals.

Izadi and Ahmadian (2018) conducted a study on strategic direction, firm competencies and export effectiveness. The survey revealed that organizations exhibit adaptability towards established clients and provide their employees with the autonomy to be innovative and spearhead novel concepts. Employees in such firms are driven to acquire knowledge and are committed to doing so. The study did not investigate the health sector, but rather focused on analyzing the growth of entrepreneurs' businesses.

In a study conducted by Pratono (2016) found that resource orientation was of positive and significant impact on performance. The study employed causal research design. The study discovered that resources are the valuable components of an institution, which can be either physical or nonphysical. Nonphysical resources, for example, are based on knowledge or skill proficiency. This study was done on medium-sized enterprises and failed to examine level four hospitals hence sectoral gap. The hospital resources that encompass pharmaceuticals, bed availability, infrastructure, logistical equipment like ambulances, and the expertise of medical professionals and staff were not therefore examined. The present study demonstrated that hospitals with greater resources have a competitive edge in delivering services.

Aladag *et al.* (2020) conducted a research investigation on client orientation within the hotel and tourism industry in Mombasa, Kenya. The study found that prioritizing resource orientation can have a limited effect on the success of a company in the short term. This is because companies that solely focus on producing products according to resource capacity may fail to discover new ways to create value for consumers. The study did not clearly explain service delivery but focused on performance instead. In addition, the study specifically focused on hotels and did not include public level four hospitals, which were the subject of the current study.

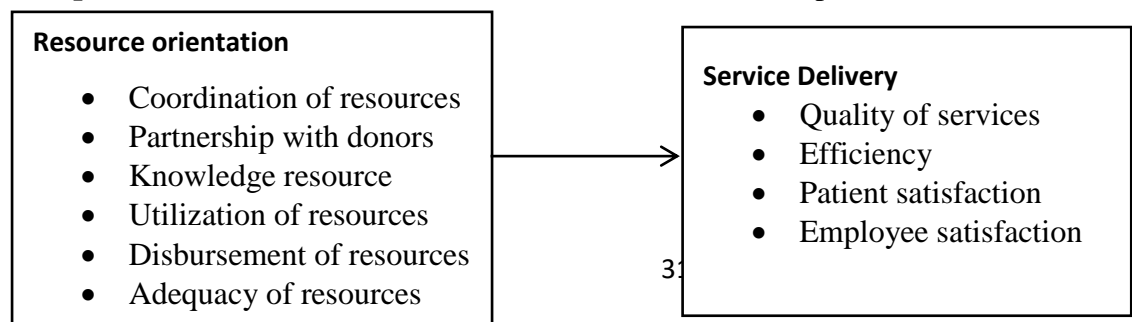
Boohene (2018) investigated the relationship between resource orientation and the success of enterprises in Ghana. The study used correlation research design. The study used structured questionnaires and interviews. Generally resource orientation positively affected performance of enterprises. The study did not analyze hospitals, but instead focused on the expansion of SMEs.

Abdille's (2021) discovered that resource orientation has the greatest influence on beach hospital performance in Mombasa County, while technological orientation has the least influence. The study suggested that top executives, particularly CEOs, in beach hospitals should prioritize the execution of strategies that promote entrepreneurial orientation. The study findings show that there was a genuine impact of entrepreneurship approach on hospital performance.

Conceptual Review

Independent variables

Dependent variable



Author Compilation (2024)

Figure 1 Conceptual framework

Methodology

Study Design: This study utilized a combination of descriptive and causal research designs, resulting in a mixed research design. Descriptive design relies on its capacity to elucidate the connections between variables.

Target Population: The study targeted the employees of level four hospitals in Kakamega County. Inefficient service delivery in level four hospitals evidenced by patient complaints, medics to patient ration prompted this study. This based on hospital administrators, staffs, and nurses. The population is based on statistical knowledge where according to organization's Human Resource Employee Data (2022), employees working in various employment cadre at Kakamega County level 4 listed hospitals are 162 nurses (County Chief Officer of Health, 2023), 135 Hospitals office staff (Kakamega County Level Four Human Resource Employee Data, 2022) and 7 Hospital Administrators (Kakamega County Level four Human Resource Employee Data, 2022). The total target was 304 respondents. This comprised of seven level four hospitals Butere District Hospital, Makunga Hospital, Likuyani sub county hospital, Lumakanda District hospital, Malava District hospital, Elwesero Sub County hospital and Iguhu sub county hospital.

Samples Design and Sample Size: Stratified sampling design was used in this study. The study adopted stratus on basis of hospital staffs such as, nurses, hospital administrators and Hospitals office staff of which were then picked randomly.

Yamane (1967) presents a streamlined equation for determining the required sample sizes. This formula was utilized to determine the sample sizes. The formula used to calculate the sample size is $n = N/1 + N(e)^2$. Due to the study's characteristics, the researcher opted to choose a sample of 304 participants from personnel in different departments and sections across the Kakamega County. The total sample was 173.

Instrumentation: The main method of data collection basically questionnaire. The survey utilized solely closed-ended questions. A questionnaire is a written instrument that is specifically intended to collect information by requesting written responses from individuals.

Data Analysis: The accuracy and completeness of the questionnaires collected from the participants in the data gathering phase were checked and double-checked. Descriptive and inferential statistics were used to examine the data that was gathered for the study.

Results and Discussion**Response Rate**

A response rate of 87.9% was achieved, as 152 of the one hundred and seventy-three (173). A research is considered excellent if the response rate exceeds 70%, as per Mugenda and Mugenda (2013).

Table 1 Resource Orientation and Service Delivery

Description	N	SD (%)	D (%)	FA (%)	A (%)	SA (%)	Mean	Std
The hospital management coordinates available resources effectively	152	8 (5.3)	0 (0)	0 (0)	15 (9.9)	56 (36.8)	1.56	1.50
The hospitals resources are well executed to yield results	152	2 (1.3)	24 (15.8)	59 (38.8)	41 (27)	26 (17.1)	1.32	1.47
The hospital management Partners with donors	152	47 (30.9)	40 (26.3)	0 (0)	49 (32.2)	16 (10.5)	1.63	1.48

The hospital invests in research and development initiatives	152	4 (2.6)	43 (28.3)	0 (0)	89 (58.6)	16 (10.5)	1.43	1.49
The management invest in training for knowledge attainability	152	24 (15.8)	56 (36.8)	48 (31.6)	0 (0)	24 (15.8)	1.57	1.50
The hospital has always improved staff skills making knowledge resource attained	152	34 (22.4)	48 (31.6)	58 (32.9)	0 (0)	20 (13.2)	1.50	1.50
The hospital management utilizes available resources by putting it in use	152	2 (1.3)	41 (27)	54 (35.5)	31 (20.4)	24 (15.8)	1.58	1.50
The hospital management strives to ensure that required resources are adequate	152	2 (1.3)	2 (1.3)	30 (19.7)	67 (44.1)	51 (33.6)	1.67	1.47

Source: Field Data, (2024)

Table 1 show that 56(36.8%) of respondents agreed that the hospital management coordinates available resources effectively. This statement had an average score of 1.56 and a significant STD of 1.50 showing that management coordinates available resources effectively.

Statement regarding whether the hospitals resources were well executed to yield results 41(27) agreed as 26(17.1%) strongly agreed, on whether the hospital management partners with donors 49(32.2%) agreed as 16(10.5%) strongly agreed, whether the hospital invests in research and development initiatives 89(58.6%) agreed as 16(10.5%) strongly agreed, whether the management invest in training for knowledge attainability 24(15.8%) strongly agreed, whether the hospital has always improved staff skills making knowledge resource attained 20(13.2%) strongly agreed, whether the hospital management utilizes available resources by putting it in use 24(15.8%) and whether the hospital management strives to ensure that required resources are adequate 51(33.6%) strongly agreed, a significant standard deviation of above 1.0 were noted showing that resource orientation was agreed upon as of significant effect on service delivery in level four hospitals in Kakamega County. This finding agrees with Izadi and Ahmadian, (2018) who studied on strategic orientation and firm competencies on export performance.

Table 2: Resource orientation and Service delivery of Level Four Public Hospitals

Model Summary										
Model	R	R ²	Adj R ²	Err estimate	R ² Change	F Change	df1	df2	Sign. F Change	
1	.681 ^a	.464	.461	.52278	.464	130.080	1	150	.000	
a. Resource orientation										
ANOVA ^a										
Model		Sum2	df	Mean2	F	Sign.				
1	Compiled regression		35.551	1	35.551	130.080	.000 ^b			
	Compiled residual		40.995	150	.273					
	Total		76.547	151						
a. Service delivery										
b. Resource orientation										
Coefficients ^a										
Model		Unsd coeff B	Std. Error	Std coeff Beta	t	Sign.				
1	(Constant)	.268	.340		.789	.431				
	Resource orientation	1.100	.096	.681	11.405	.000				
a. Service delivery										

Source: Field Data, (2024)

The findings in Table 2 indicate R² of 0.464, suggesting that 46.4% that service delivery among level four hospitals in Kakamega County can be attributed to resource orientation. This indicates that resource orientation played a crucial role in predicting service delivery across level four hospitals in Kakamega County. The study results indicated that the focus on resources had a notable impact on the provision of services in level four hospitals in Kakamega County (t-statistic=11.405. Alternative hypothesis show that resource direction has a substantial impact on service delivery - was supported. Therefore, each additional unit of resource orientation in level four hospitals in Kakamega County resulted in a 1.100 improvement in service delivery. The equation of the regression model is: $Y = \beta_0 + \beta_2 X_2 + e$, becomes $Y = 0.268 + 1.100$

The study supports the findings of Abdille (2021) which reveals that resource orientation has the greatest influence on the performance of beach hospitals in Mombasa County, while technological orientation has the least effect. It contradicts the findings of Praton, (2016) who conducted a study on the impact of strategic orientation and information technology turbulence on SMEs.

Conclusion

In relation to the objective, the focus on resources had a notable and beneficial impact on the provision of services in Public Level four Hospitals located in Kakamega County, Kenya. This led hospital administration to comprehend the resources required for service delivery.

Recommendations

In regard to resource orientation the study recommends that hospital administration should delegate authority to staff to safeguard available resources in order to expedite development. Hospital management should coordinate resources, partner with donors, invest in research and development initiatives, disburse resources on time and ensure required resources are adequate.

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