



Organizational Behaviour

Elixir Org. Behaviour 123 (2018) 51900-51907

Elixir
ISSN: 2229-712X

Influence of Strategic Human Resource Management Practice on Sustainable Growth of Private Hospitals in Kenya

Nyamu Henry Muchiri¹, G.S.Namusonge² and Evelyn Datche²

¹Ph.D.Candidate, Strategic Management at Jomo Kenyatta University of Agriculture and Technology, Kenya, P.O Box 16778-80100 Mombasa, Kenya.

²Lecturer, School of Entrepreneurship, Leadership, Procurement and Management, Jkuat, P.O.Box 6200-00200, Nairobi-Kenya.

ARTICLE INFO

Article history:

Received: 30 August 2018;

Received in revised form:
24 September 2018;

Accepted: 4 October 2018;

Keywords

Strategy,
Strategic Human Resource
Management,
Practice,
Private Hospitals.

ABSTRACT

The workforce is arguably the most important input to any health system since they have a strong impact on overall health system performance. The quality of patient care may be related in an important way to the quality of life experienced by staff at work. This is because the human factor is central to healthcare, yet its proper management has remained beyond the reach of healthcare organizations. Organizations must understand their strategic imperatives and implement HR practices that will result in employee behaviors that are supportive of those strategic objectives. SHRM practices are concerned with how people are employed and managed in organizations so as to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce. As complex systems, hospitals house an assortment of professionals, medical and administrative, with varying backgrounds and affiliations who exchange ideas, experiences and information, make decisions and enact them. With this background information, the study sought to examine the influence of strategic human resource management practices on sustainable growth of private hospitals in Kenya in this research Sustainable growth in the private hospitals is presumed to apply when the hospitals are able to deliver effective, safe, quality health services to those in need, with a minimum waste of resources while ensuring compliance to the government regulations. The study employed a descriptive research design. The target population for this study was 712 staff from the 178 private hospitals licensed by Kenya Medical and Dentist Board. The study found that Strategic human resource management practices was statistically significant in explaining sustainable growth of private hospitals. Thus, hospitals managers should emphasize on implementation of Strategic human resource practices in order to foster hospital growth. HR managers and practitioners should understand the critical nature and utmost importance of strategic human resource practices in creating value for the organization so as to enhance organizational productivity and growth.

© 2018 Elixir All rights reserved.

Introduction

Organizations have to constantly change to adapt to an increasingly changing Economic environment which is characterized by such phenomena as the globalization, changing customer and investor demands, ever-increasing product-market competition. (Esra, 2010, Madungu and Kagwe, 2016) For survival to be achieved, organizations need to grow. Growth is perceived as the main objective of businesses all over the world. Sustainable growth in a health will be measured by how the facility utilization increased due to affordability and accessibility of various health services. Based on various theories, it is hypothesized Managing hospital strategic growth involves an unwavering focus on patient experience which requires a thorough understanding of who the hospital customer is and how to customize and optimize hospital offerings. According American College of Physicians (2009) the Concern over the rising costs of medical care has resulted to increased pressure on hospitals to control patient care costs through the adoption of more efficient management techniques, such as those commonly employed

by manufacturing firms. Thorough understanding of who the hospital customer is and how to customize and optimize hospital offerings the managers will come with strategies that minimize the cost of hospital services and therefore increasing the facility utilization

The alignment of HR with organizational strategy has received an overwhelming amount of attention in the past two decades (Becker and Gerhart 1996; Carmeli and Schaubroeck 2005; Richard and Johnson 2001). It is important that employee behavior supports organizational objectives and strategy. This is because the human factor is central to healthcare, yet its proper management has remained beyond the reach of healthcare organizations must understand their strategic imperatives and implement HR practices that will result in employee behaviors that are supportive of those strategic objectives. As complex systems, hospitals house an assortment of professionals, medical and administrative, with varying backgrounds and affiliations who exchange ideas, experiences and information, make decisions and enact them.

Hospitals as social institutions are more important to society. However Kinuthia and Owuor (2013) in selected hospitals in Nairobi Kenya revealed that hospitals are also struggling to retain their market due to competition, discriminating modern consumers who have less disposable wealth than their parents fuelled by skyrocketing costs in the dynamic environment. In a changing environment, an open system like a hospital either changes with its environment or perishes as their services demands for highly-qualified medical and administrative personnel, along with modern and costly technology while the society and government pressure them to reduce costs and humanize services which is worsening the gap between the demand for and supply of health services in Kenya (Kinuthia & Owuor, 2013). Jeroen et al (2012) argued that the future of the hospitals is no longer as certain as the greatest challenge for hospitals is to carry out their social mission of providing a high-quality health services at a reasonable cost while maintaining long-term sustainability.

It's on the background of the above challenges that sector has not been able to expand as rapidly as the population to ensure adequate coverage, accessibility and acceptable quality of health services. With this transformation of HRM, employee champion, change agent, and strategic partner have been identified as the new roles for HRM (Ulrich 1997). The strategic human resource management (SHRM) involves designing and implementing a set of internally consistent policies and practices (Baird and Meshoulam 1988) that ensure source of sustainable competitive advantage and its impact on organizational performance, which has recently been the focus of considerable interest in the academic and business world (Sait and Ibrahim , 2011) This study aims to establish the influence of strategic human resource practice on sustainable growth of private hospitals in Kenya using various organizational indicators such as Optimal service utilization, Increased revenue generation and Organizational effectiveness

Research Objective

The study was guided by the following objective to *establish the influence of strategic human resource management practice on sustainable growth of private hospitals in Kenya*

Scope of the study

The research will be biased towards private hospitals within Kenya which are regulated by Kenya Medical Practitioners and Dentists Board established (Cap 253) Laws of Kenya which regulate the practice of medicine and Dentistry in the country.

Related Literature

Theoretical Framework

The Agency Theory

The Agency Theory tends to take precedence against other strategic management theories since it is applicable at all the levels of the strategic management process from the corporate strategy to operational strategy (Muraguri & Wagoki 2016). The objectives designed at all these levels must be supervised by the agents or managers for the organization to achieve its objectives management by objectives which observes that organization must formulate objectives at all strategic hierarchy levels (Krueger, 2004). Strategic objectives will only be achieved if there has to be collaborative efforts between the managers as agents and subordinates (Henry et al 2006). Strategic management programs require top managers to provide clear and visible support to the program. Without support of the manager as the agent, the synthesis between the individual and the

organization goals does not develop. The principal's appetite for risk-sharing is of concern, because the principal has bestowed certain responsibilities unto the agent to achieve like-minded goals. These agents' sound management skills in regard to resources apportioned to their departments also enhances synergy that leads to competitive advantage.

The Agency Theory stresses the importance of mutual and excellent relationship between the shareholders and management of the organization in ensuring the organizational business success. Thus the Agency theory has been adopted in this study used to expand the research in strategic human resource management (SHRM) influence on sustainable growth of private hospital, by viewing the construct underlying management making strategic decision concerning their employees on matters that affect their work and life

Resource-Based Theory

According to Nimwegen et al., (2008; Rangan, 2004), how organization views the state of its internal and external resources and coordinates the deployment of these resources dramatically affects strategic decision making and fulfillment of strategic goals. Same applies to healthcare organization since they have to be deploy of their resources such that that they can fulfill the strategic goals. Resource Based view, further contend that organizational performance will primarily be determined by internal resources that can be grouped into three all-encompassing categories: physical resources, human resources, and organizational resources. Physical resources include all plant and equipment, location, technology, raw materials, machines; human resources include all employees, training, experience, intelligence, knowledge, skills, abilities; and organizational resources include firm structure, planning processes, information systems, patents, trademarks, copyrights, databases, and so on. These resources are actually what help a firm exploit opportunities and neutralize threats (Barney, 1991).

The hospital unique capabilities in terms of technical know-how and managerial ability are important sources of heterogeneity that may result in sustained growth. In particular, distinctive competence and superior organizational routines in one or more of the hospital functions may enable it generate returns from a resource advantage. It is also worth to note that the hospital will not sustain its growth because it has better resources, but rather the organization's distinctive competence involves making better use of its available strategic capabilities.

Resource based theory has therefore been adopted in this study to form the frame of reference when analyzing how health care organizations have created an environment conducive for proper utilization of resources at their disposal in defining their mission and setting their objectives that are intended to help direct an organization toward a desired outcome (Linda, Jack & Peter, 2006).

Strategic Human Resource practice

As complex systems, hospitals house an assortment of professionals, medical and administrative, with varying backgrounds and affiliations who exchange ideas, experiences and information, make decisions and enact them. Njagi and Kombo (2014) argued that there was a strong relationship between strategy management and competitiveness of human resource practices of the organization. This is because the nature of hospital work is tangible human oriented because it deals with life-and-death decisions daily. Like most countries in Africa, the shortage of healthcare workers is not unique to Kenya.

Indeed, Kenya is one of the countries identified by the WHO as having a “critical shortage” of healthcare workers (KPMG, 2013).

Majumdar (2016) agrees that collaborative relation with the qualified professionals is required for effective management which results in a good control over the qualities of the services offered to the client. WHO has set a minimum threshold of 23 doctors, nurses and midwives per population of 10 000 as necessary for the delivery of essential child and maternal health services.

Kenya’s most recent ratio stands at 13 per 10 000. This shortage is markedly worse in the rural areas where, as noted in a recent study by Transparency International, understaffing levels of between 50 and 80 percent were documented at provincial and rural health facilities. Like most other service industries, the healthcare industry is labour-intensive. One reason for healthcare’s reliance on an extensive workforce is that it is not possible to produce a service and then store it for later consumption. In healthcare, the production of the service that is purchased and the consumption of that service occur simultaneously.

Thus, the interaction between health care consumers and healthcare providers is an integral part of the delivery of health services. Mirawati et al. (2015) observes that there is an agreement among scholars that healthcare consumers and healthcare providers’ relationships can affect quality of services offered by the hospitals and affect their long term performance as quality services by an organization fosters a long term association with healthcare consumers which is based on mutual respect and trust. Given the dependence on healthcare professionals to deliver service, the possibility of wide variations in service quality must be recognized within an employee (as skills and competencies change over time) and among employees (as different individuals or representatives of various professions provide a service). The intensive use of labor and the variability in professional practice require that leaders in the healthcare field manage the performance of the people involved in the delivery of services. Effective management requires that healthcare executives understand the factors that influence the performance of their employees. These factors include the traditional human resources management (HRM) activities (i.e., recruitment and selection, training and development, appraisal, compensation, and employee relations) and the environmental and other organizational aspects that impinge on human resources

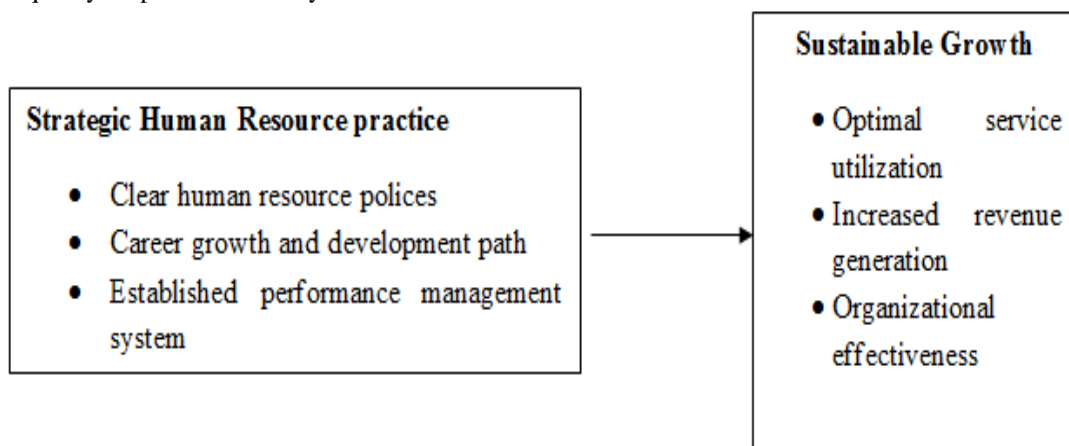
The workforce, arguably the most important input to any health system, has a strong impact on overall health system performance the quality of patient care may be related in an

important way to the quality of life experienced by staff at work. Matata and Wafula (2015) argued that for organizations to be success, workforce ought to be an integral part of any organization’s strategic management practices to improve organization’s performance through quality service delivery and production enhancing organization competitive edge over its competitors. Successful healthcare executive needs to understand human behavior, work with employees effectively, and be knowledgeable about numerous systems and practices available to put together a skilled and motivated workforce.

Alghamdi (2016) found out that poor training of staff, lack of encouragement and satisfy staff members, lack of recognition and appreciation of staff’s success impacted negatively to successful implementation of strategic management practices. The executive also has to be aware of economic, technological, social, and legal issues that affect human resources and, in turn, facilitate or constrain efforts to attain strategic objectives. This strategy commonly includes a staffing strategy (planning, recruitment, selection, and placement), a developmental strategy (performance management, training, development, and career planning), and a compensation strategy (salary structure and employee incentives). Excellent training & development excellent rewards&health-care programs Friendly &cooperative labor relations Strong recruiting programs in hospitals.

Sustainable Growth

Rui Huang & Guiying Liu (2009), the sustainable growth is the necessary condition for the survival and the development of the enterprise and it is thought as the scale to measure the strength of the enterprise. Firm sustainable growth is not a continuation of the status quo; it is a continuous process of co-evolution with a changing environment. It is a dynamic process underpinned by learning and creating new structures and ways of working to adjust and to continue adjusting to a changing set of conditions through developing organizational strategies. Organizational strategy is dependent upon a defined mission or set of objectives that are intended to help direct an organization towards a desired outcome (Rangan, 2004). Conventional wisdom about the health care industry says that competition is minimal among health care providers. However the truth is that Hospitals compete intensely. Economic viability and survival depends on making sound strategic choices regarding the mission and structure of the hospital, its operations, its relationships with its customer, and its relationships to other entities in the healthcare, business and regulatory environments



Conceptual Framework

Kerry et al (1995) explained that managing hospital strategic growth involves an unwavering focus on patient experience which requires a thorough understanding of who the hospital customer is and how to customize and optimize hospital offerings. According American College of Physicians (2009) the Concern over the rising costs of medical care has resulted to increased pressure on hospitals to control patient care costs through the adoption of more efficient management techniques, such as those commonly employed by manufacturing firms. Thorough understanding of who the hospital customer is and how to customize and optimize hospital offerings the managers will come with strategies that minimize the cost of hospital services and therefore increasing the facility utilization.

Sustainable growth health care innovations is the driving force that balances growth and technical advances to the needs of the population and fosters better targeted and integrated innovations. Sustainable growth in the health systems is presumed to apply when the hospitals are able to deliver effective, safe, quality health services to those in need, with a minimum waste of resources while ensuring compliance to the government regulations. Sustainable growth in a health will be measured by how the facility utilization increased due to affordability and accessibility of various health services. The underlying assumption of SHRM practice is that people are the organization's key resource and hospital sustainable growth will largely depends on them. If, therefore, an appropriate range of strategic HR policies and processes are developed and implemented effectively, then HR will make a substantial impact on hospital sustainable growth.

Research Methodology

Research study adopted descriptive survey approach. The descriptive survey method was preferred because it ensured complete description of the situation, making sure that there was minimum bias in the collection of data and finding out the what, where and how of the phenomenon (Kothari, 2008). The design also enabled the study to use qualitative research approach. Qualitative approach enabled collection of data in form of words rather than numbers. It provided verbal descriptions rather than numerical (Kothari, 2009). Qualitative methods was used because the researcher intended to gain more in depth information concerning a phenomena which could have been difficult to convey quantitatively (Magenta & Mugenda, 2003)

The target population of the study was 712 respondents derived from 178 private hospitals in Kenya comprising four respondents from each hospital. The target population comprised of top managements. The reason for choosing management and supervisors is because Strategic management issues are mostly handled by top managers of organizations this study therefore handpicked management staff from the hospitals due to the fact that they are more informed about strategic issues and have strategic responsibilities in the organization. According to Mugenda & Mugenda (2003), a population is an entire group of individuals, events or objects with some common observable characteristics of a real or hypothetical set of people, events or objects from which a researcher wishes to generalize the results of their research while accessible population consist of all individuals who realistically could be included in the sample.

The study adopted purposive stratified random sampling as the study population could easily be stratified into three distinctive strata's comprising of; level four (162),

level five (10) and level six (6). The hospital levels therefore formed basis for stratification. The studies purposely choose a sample size of 30% of the target population comprising of managements and supervisors. According to Borg & Gall, (2003) at least 30% of the total population was enough for the sample size. To arrive at the sample size of 216 respondents two steps were followed where by the first step was to get the sample of hospital to be included in the study while the next step was to get the actual respondents from each hospital sampled.

The hospitals sample size:-

Total population (N) = 178 hospitals

Sample size (n) = 30% of 178

Thus

$$\frac{178 \times 30}{100} = 53.4$$

= 54 hospitals

Respondent sample size = no. of hospital x no of respondents from each hospital = 54 x 4 = **216** respondents

The study used Regressions analysis to analyze the collected data in order to measure the influence of strategic human resource practice on sustainable growth of Private Hospitals in Kenya. (Mugenda & Mugenda, 2003).

The Regression Model was given as;

$$y = p_0 + p_1x_1 + \epsilon \dots\dots\dots (3.1)$$

y = dependent variable, sustainable growth of corporate organization

p_0 = constant

x_1 = strategic human resource management

p_1 Is the regression coefficients

Research Findings

Strategic Human Resource management practice and Sustainable Growth

The study sought to determine the influence of Strategic human resource management on the sustainable growth of hospitals in Kenya. Strategic Human resource management practice was operationalized by three sub variables namely, clear human resource policies, career growth and development path and established performance management system. KMO and Bartlett's Test on Strategic Human Resource management Practice and sustainable growth

The KMO and Bartlett's tests were used to test the correlation Strategic human resource management practice sub variables. The KMO measure of sample adequacy results is 0.756 as shown in Table 4.1

Table 1. KMO and Bartlett's Test of Strategic Human Management practices and Sustainable Growth.

Indicator	Coefficient
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.756
Bartlett's Test Approx. Chi-Square of Sphericity	698.468
Df	36
Sig.	.000

Since the value is more than 0.5 there is good partial correlation exhibited in the data for this study. The p value of Bartlett's Test of Sphericity is 0.00 which is less than the significance level of 0.05.

Factor Analysis Results for Strategic Human Resource Management Practice

Constructs of Strategic human resource management were subjected to component principal analysis. Results showed that there were two factors extracted that were

explaining the Strategic human resource management which had a cumulative value of 57.821% of the total variance

Table 2. Factor Analysis Results of Strategic Human Resource management.

Component	Initial Eigenvalues		Extraction Sums of Squared Loadings		
	Total Variance	% of Variance	Total %	% of Variance	Cumulative %
1	3.957	43.964	43.964	3.957	43.964
2	1.247	13.857	57.821	1.247	13.857
3	.927	10.302	68.123		
4	.763	8.473	76.595		
5	.661	7.346	83.941		
6	.527	5.853	89.794		
7	.415	4.613	94.407		
8	.341	3.792	98.198		
9	.162	1.802	100.000		

Extraction methods: principal component analysis

Factor one had 43.964% while factor two had 13.857% influence. Both factors had their Eigen values greater than 1 and were considered to have the greatest influence on strategic human resource management practice accounting for 57.821%.

Strategic Human Resource Management practice Rotation Component Matrix Results

Table 3 shows the rotated component factor loadings for determinants of allocation of strategic human resource measures. Component 1 was identified to be clear human resource policies while Component 2 was identified to be career growth and development plan. All the variables have a factor loading value of higher than 0.4. Therefore, the component values indicate that they are highly interrelated with each other.

Descriptive Results of Strategic Human Resource Management practice and sustainable growth.

Descriptive analysis was done on the sub variables of Strategic human resource management practice results summarized in Table 4.

Table 3. Strategic Human Resource Practice Descriptive.

Variable	Mean	Std. Deviation	Cronbach's Alpha
Clear human resource policies	4.1872	.4107	.818
Career growth and development plan	4.2529	.3361	.724

Respondents agreed that clear human resource policies and career growth and development influence strategic human resource management practice with means of 4.1872 and 4.2529 respectively. This is evidenced by study of Njagi and Kombo (2014) examined the effect of strategy implementation on performance of commercial banks in Kenya. Results revealed that there was a strong relationship between strategic human resource management practice and organization competitiveness. Cronbach's alpha was used to test the reliability of the proposed constructs (Ali et al., 2016). Both measures of strategic human resource management practice had Cronbach's alpha of above the suggested value of 0.7 hence the study was reliable.

Strategic Human Resource Management Normality Test Results

One of the assumptions of the linear regression model is that the population from which the data was drawn must have been normally distributed. There are several tests in the literature that can be used to test for normality. One of these tests is the Kolmogorov-Smirnov (K-S) one-sample test. Kolmogorov Smirnov test is one of the non parametric goodness of fit tests that compares how well the distribution of sample data conforms to some theoretical distribution,

Malhotra (2007). In K-S test, the null hypothesis is that the data was drawn from the population with the specified cumulative distribution. The null hypothesis is always rejected whenever the P-value is less than the specified level of significance (in this study 0.05). In this study K-S one sample test was used to test the normality of the variables under study. The results are summarized in Table 4.

From the results, it can be seen that the data set were normal.

Auto Correlation Test: Durbin-Watson Test Results

Generally a strong correlation among residuals of the regressions will always give inaccurate results. Durbin and Watson's test statistic (Yupitun, 2008) is proposed as suitable test for detecting autocorrelation among variables.

The Durbin Watson statistic tests takes values between 0 and 4 with a value of two being considered ideal. Makori & Jagongo (2013) considered values between 1.5 and 2.5 to be acceptable level showing no signs of collinearity. Tables 4.5a, 4.5b and 4.5c give the Durbin Watson statistics tests for the various sub variables of the Strategic human resource management practice.

Table 4. Strategic Human Resource Management Practice Normality Test Results.

One-Sample Kolmogorov-Smirnov Test		clear_human resource_polices	career_growth_mgt
N		200	200
Normal	Mean	4.1872	4.2529
Parameters a,b	Std. Deviation	.4107	.3361
Most Extreme Differences	Absolute	.96	.98
	Positive	.69	.78
	Negative	-.96	-.98
Kolmogorov-Smirnov Z		.506	.537
Asymp. Sig. (2-tailed)		.960	.935

a. Test distribution is Normal.

b. Calculated from data.

Table 5. Durbin Watson Results.

Model Summary (a)					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.406a	.165	.156	.46956	1.826
a. Predictors: (Constant), career growth, clear_hr_policies					
b. Dependent Variable: organization effectiveness					
Model Summary (b)					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.261a	.068	.059	.51233	1.966
a. Predictors: (Constant), career_growth, hr_policies					
b. Dependent Variable: optimal_services					
Model Summary ©					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.225a	.050	.041	.50712	1.683
a. Predictors: (Constant), career_growth, clear_hr_policies					
b. Dependent Variable: continuity_operations					

Models for Organization effectiveness, optimal services and continuity of Operations have Durbin Watson tests of 1.826, 1.966 and 1.683 respectively. All the three sub variables had tests within the range.

Strategic Human Resource Management Practice and Sustainable Growth Correlations Results

One of the techniques used to determine the nature and measuring the strength of the relationships between any variables is Correlation. In this research Pearson Correlation coefficient was used. Pearson Correlation coefficient ranges between negative one and positive one. Table 6 shows correlation matrix with correlation coefficients between

Table 6. Strategic Human Resource Management practice and Sustainable Growth Correlations Results.

Valuable	Correlations					
	Organization effectiveness	Optimal Services	Continuity of operations	Career Growth	Clear hr Policies	
Organization effectiveness	Pearson Correlation Sig. (2-tailed)					1
	N	200				
Optimal Services	Pearson Correlation Sig. (2-tailed)	.186**				1
	N	200	200			
Continuity of operations	Pearson Correlation Sig. (2-tailed)	.104	.019			1
	N	200	200	200		
Career Growth	Pearson Correlation Sig. (2-tailed)	.405**	.227**	.201**		1
	N	200	200	200	200	
Clear hr Policies	Pearson Correlation Sig. (2-tailed)	.315**	.234**	.103	.508**	1
	N	200	200	200	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

organization effectiveness, Optimal services and continuity of services on one hand (measures of Sustainable growth) and clear human resource policies and career growth and development plan on the other hand (Strategic human resource management practice)

Results from Table 6 shows that organization effectiveness has average positive significant relationship with the two measures of Strategic human resource management (clear human resource policies and career growth and development plan). The correlation coefficient between organization effectiveness and clear human resource policies and career growth and development are 0.405 and 0.315 respectively. The measures of the two variables also have an average correlation coefficient which are all positive and statistical significant apart from continuity of operation and clear human resource policies which don't have a significant relationship.

Strategic Human Resource management practice ANOVA Results

Table 7 presents the analysis of variance of the study on Strategic human resource management practice measures and sustainable growth measures. The results reveal that a significant relationship exists between organization effectiveness and at least one of the measures of Strategic human resource management practice (F = 19.423, p = 0.000) as indicated in Model 1.

Table 7. Strategic Human Resource Management practice ANOVA Results.

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	8.565	2	4.282	19.423	.000a
Residual	43.435	197	.220		
Total	52.000	199			
B					
2 Regression	3.791	2	1.895	7.221	.001b
Residual	51.709	197	.262		
Total	55.500	199			
C					
3 Regression	2.692	2	1.346	5.233	.006c
Residual	50.663	197	.257		
Total	53.355	199			

a. Dependent Variable: organization effectiveness Predictors: (Constant), Predictors: (Constant), clear human resource policies, career growth and development plan

b. Dependent Variable: optimal services Predictors: (Constant), Predictors: (Constant), clear human resource policies, career growth and development plan

c. Dependent Variable: continuity operations, Predictors: (Constant), Predictors: (Constant), clear human resource policies, career growth and development plan

Model 1 in table 7 show that there is significant relationship between organizational effectiveness and at least one of the measures of strategic human resource management practices with an (f value of 19.423 and a p value 0.00)

Model 2b in Table 7 shows that there is a significant relationship between optimal services and at least one of the measures of Strategic human resource management practice with an (F value of 7.221 and a p value of 0.001)

Model 3 c in Table 7 shows that there is a significant relationship between continuity of operations and at least one of the measures of Strategic human resource management (with an F value of 5.233 and a p value of 0.006)

Strategic Human Resource Management Practice Goodness-Of-Fit Model Results

The results on Table 8 showed that Strategic human resource management measures had an explanatory power on the measures of sustainable growth as indicated in Model 1, 2 and 3. They had values of 16.5%, 6.8% and 5% of the variations in organization effectiveness, optimal services and continued operations respectively.

Table 8. Strategic Human Resource Management Practice Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.406a	.165	.156	.46956
2	.261a	.068	.059	.51233
3	.225a	.050	.041	.50712

a. Predictors: (Constant), organizational effectiveness optimal services, continued operation.

Regression Results of Strategic human resource management and Sustainable Growth

To establish the influence of Strategic human resource management on sustainable growth, the following hypotheses were stated:

Hypothesis four

H01: There is no statistically significant influence of Strategic human resource management practice on the sustainable growth of hospital in Kenya.

H0A: There is statistically significant influence of Strategic human resource management practice on the sustainable growth of hospital in Kenya.

Multiple linear regression analysis was done between the sub variables of the Strategic human resource management and sustainable growth. Further regression was also done between the strategic human resource management practices variable and the sustainable growth.

Table 9. Strategic Human Resource Management Practice ANOVA Results.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.878	.423		4.444	.000
clear human resource policies	.344	.137	.305	2.511	.009
career growth	.659	.168	.434	3.927	.000

Table 9 shows that both clear human resource policies and career growth and development plan has a significant influence on organization effectiveness. For every 34.4% unit change in clear human resource policies and for every 65.9% unit change in career growth and development plan, organization effectiveness changes by one unit. This model can be summarized by equation 4.9as

$$Y_i = 1.878 + 0.344X_1 + 0.659X_2 \dots \dots \dots (4.9)$$

Table 10. Regression Analysis.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.655	.471		5.642	.000
Clear human resource policies	.223	.111	.203	2.001	.032
career growth	.601	.169	.383	3.561	.000

Table 10 shows that both clear human resource policies and career growth and development plan has a significant influence on optimal services. For every 22.3% unit change in clear human resource policies and for every 60.1% unit change in career growth and development plan, optimal services changes by one unit. This model can be summarized by equation 4.10 as

$$Y_i = 2.655 + 0.223X_1 + 0.601X_2 \dots \dots \dots (4.10)$$

Table 11. Regression Analysis on continuity of operations.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.066	.456		6.720	.000
Clear hr policies	.215	.148	.170	.446	.150
Career growth	.521	.181	.338	2.875	.004

Table 11 shows that only career growth has a significant influence on continuity of operations. For every 52.1% unit change in career growth continuity of operations changes by one unit. This model can be summarized by equation 4.11 as

$$Y_i = 3.066 + 0.521X_1 \dots \dots \dots (4.11)$$

A further regression analysis of the variable Strategic human resource management on growth was done and results given by Table 12.

Table 12. Regression analysis of Strategic Human Resource Management on sustainable Growth.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.826	.434		6.510	.000
Strategic Human Resource Management	.361	.103	.243	3.523	.001

Table 4.12 shows that Strategic human resource management has significant influence on sustainable growth. For every 36.1% unit change in Strategic human resource

management practice, growth changes by one unit. This relationship is summarized by equation 4.13 as

$$Y_i = 2.826 + 0.361X_1 \dots \dots \dots (4.12)$$

The finding are in support of other researches studies in the literature which suggest a positive relationship between strategic human resource management and overall business strategies for example Alghamdi (2016) in his study found out that human resources barriers such as poor training of staff, lack of encouragement and satisfy staff members, lack of recognition and appreciation of staff's success impacted negatively to successful implementation of total quality management. Caliskan (2010) established that Strategic human resource management is concerned with the creation of a linkage between the overall strategic aims of business and the human resource strategy and implementation. The research concluded that the way an organization manages its human resources has a significant relationship with the organization's performance. According to Eneh & Awara (2016) Strategic human resource management practice enables organization to achieve optimization of resources, efficiency and effectiveness, and continuous improvement in realizing its set goals.

Bitu et al (2014) examined how two large health systems formulate and implement strategy with a specific focus on differences and similarities in the nature of strategic initiatives across systems. His research found that due to the good strategic human resource management practices in place, the hospital has also been able to attract donors who have continued to fund projects within the hospital that have greatly benefitted patients. Silas (2015) sought to establish the existence and strength of certain factors that affect strategy implementation at St. Monica's mission hospital, in kisumu county, Kenya. The study found out that structure, leadership, top-level commitment, and administrative systems were critical in strategy implementation at St. Monica mission hospital.

Influence of Strategic Human Resource Management on the Sustainable Growth of Hospitals in Kenya.

Strategic Human resource management practice was operationalized by three sub variables namely, clear human resource policies, career growth and development path and established performance management system The human factor is central to healthcare, yet its proper management has remained beyond the reach of healthcare organizations. Human resources has now emerged as a strategic paradigm in which individual Human Resource functions, such as recruitment, selection, training, compensation, and performance appraisal, are aligned with each other and also with the overall strategy of the organization.

From the descriptive analysis, Respondents agreed that clear human resource policies and career growth and development influence sustainable growth with means of 4.1872 and 4.2529 respectively. Cronbach's alpha was used to test the reliability of the proposed constructs (Ali et al., 2016). Both measures of strategic human resource practices depicted Cronbach's alpha of above the suggested value of 0.7 hence the study was reliable. Multiple linear regression analysis was done between the sub variables of the Strategic human resource management and sustainable growth.

Clear human resource policies and career growth and development plan has a significant influence on organization effectiveness. Respondents agreed that clear human resource policies and career growth and development influence strategic human resource management practice with means of 4.1872 and 4.2529 respectively.

For every 34.4% unit change in clear human resource policies and for every 65.9% unit change in career growth and development plan, organization effectiveness changes by one unit shows that both clear human resource policies and career growth and development plan has a significant influence on optimal services. For every 22.3% unit change in clear human resource policies and for every 60.1% unit change in career growth and development plan, optimal services changes by one unit. This shows that only career growth has a significant influence on continuity of operations. For every 52.1% unit change in career growth continuity of operations changes by one unit. A further regression analysis of the variable showed that Strategic human resource management has significant influence on sustainable growth of private hospitals in Kenya. For every 36.1% unit change in Strategic human resource management, growth changes by one unit.

Conclusion

The study found Strategic human resource management practice to be statistically significant in explaining sustainable growth of private hospitals. The way an organization manages its HR has a significant relationship with the organization's results, a revelation that supports the resource-based view, where business competitiveness is related, at least in part, to the investments in company specific assets. Thus, hospitals should emphasize more on implementation of such Strategic human resource practice, to foster organizational growth. HR managers and practitioners should understand the critical nature and utmost importance of understanding the effectiveness of all strategic human resource practices in creating value for the organization.

Areas for further research

This study focused mainly on strategic human resource practices on sustainable growth of private hospitals in Kenya. However, there are many other factors that have not been researched on concerning influencing sustainable growth of private hospitals. Although this research has contributed to the understanding of strategic human resource practices influence on sustainable growth of the private Hospitals it has prompted the need for further research covering other sectors.

References

Alkhafaji, A. F. (2003). Strategic Management Formulation, implementation and control in dynamic Environment. New York: The Haworth Press.

Barney, J. (2002). Gaining and Sustaining Competitive Advantage (2nd edn), Upper Saddle River, NJ: Pearson Education

Barney, J.B & Clark, D.N. (2007) Resource-Based Theory Creating and Sustaining Competitive Advantages .Oxford University Press, Oxford,

Baird, L., and Meshoulam, I. (1988), 'Managing Two Fits of Strategic Human Resource Management,' *Academy of Management Review*, 13, 1, 116–128

Esra Nemli Çalışkan (2010), The Impact of Strategic Human Resource Management on Organizational performance. *Journal of Naval Science and Engineering* vol. 6, no.2, pp. 100-116

Hambrick DC, Abrahamson E: (1995) Assessing Managerial discretion across Industries: A Multi-method Approach. *Academy of Management Journal*; 38:1427-1441.

Huskişon Madhok (2014) Strategic management of public and third sector organizations: A handbook for leaders.

Jossey-Bass. Jeroen D. H. van Wijngaarden, Gerard R. M.Scholten. (2012). Strategic analysis for health care organizations: the suitability of the SWOT-analysis. *International Journal of Health Planning and Management*, 34–49.

Fottler, Myron D., Blair, John D (2002) Introduction: New Concepts In Health Care Stakeholder Management Theory And Practice :*Health Care Management Review: - Volume 27 - Issue 2 - p 50-51*

KMDB. (2016, September 3). Kenya Medical and Dentist Board. Retrieved September 3, 2016, from Kenya medical and dentist board: <http://www.medicalboard.co.ke>

Kothari, C. (2009). Research Methodology, Methods and Techniques, Second Edition. new Delhi: New Age International Publisher.

Krueger, J. (2004).Strategy Implementation Tactics as Response to Organizational, Strategic, and Environmental Imperatives. *Management Review*, 15, 460-480

Malhotra, Naresh K. (2007), Review of Marketing Research *Emerald Group Publishing Limited*, (Volume 3)

Mugenda, O. & Mugenda, A. (2006). Research Methods. Quantitative and Qualitative Approaches. Nairobi: Acts Press,

Muraguri, M.; &Wagoki, A (2016) Influence of Performance Contracting on Strategy Implementation At Mount Kenya University *International Journal of Economics, Commerce and Management United Kingdom* Vol. iv, Issue 5,

Namusonge, Gregory and Warren, Kule, (2016). Implementation of Strategic Plans on Oil Distributors: A Study on Selected Oil Companies in Kenya *American Journal of Trade and Policy*, Vol. 3, No. 1, 2016 (37-44).

Namusonge G.S , Kabare K and Mutua (2013) Role Of Performance Management Practices On The Performance Of Financial Cooperatives Based In Nairobi County Kenya *International Journal Of Education And Research* Vol. 1 No.11 November

Paul K. Kimalu,Nancy N. Nafula,Damiano K. Manda,Arjun Bedi,Germano Mwabu,Mwangi S. Kimenyi. (2004). A Review of the Health Sector in Kenya. Nairobi, Kenya: Kenya Institute for Public Policy Research and Analysis KIPPRA Working Paper No. 11.

Perrow C. 1986.Economic theories of organization.Theory Soc. 15:11–45

Sati and Ibrahim (2011) Impact of the strategic human resource management on organizational performance: evidence from Turkey. *The International Journal of Human Resource Management*, Vol. 22, No. 8, 1803–1822

Sriram, S. & Revathi, A. (2016). Implementation of Six Sigma Concepts in Construction Project for Ensuring Quality Improvements, *International Journal of Innovative Research in Science, Engineering and Technology*, 5 (4), 4913-4921

Ulrich, D. (1997), 'Measuring Human Resources: An Overview of Practice and Prescription for Results,' *Human Resource Management*, 36, 3, 303–320.

Wanjiku G. K & Gathungu J, (2016) Strategic Capabilities for Sustainable Competitive Advantage of Insurance Firms in Kenya unpublished master's thesis UON

Zsolt Boda, Laszlo Zsolnai, (2016) "The failure of business ethics", *Society and Business Review*, Vol. 11 Issue: 1, pp.93-104