

HEALTH MANAGEMENT PRACTICES AND COMPETITIVE ADVANTAGE AMONGST PRIVATE HOSPITALS IN UASIN GISHU COUNTY, KENYA

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ABSTRACT

Purpose of the Study: The study examined how health management practices influence competitive advantage among Level 4 and above private hospitals in Uasin Gishu County, Kenya

Statement of the Problem: Private hospitals in Uasin Gishu County face significant challenges in establishing and maintaining competitive advantage in an increasingly dynamic healthcare environment. Each year, approximately 12,000 Kenyans seek medical treatment abroad due to perceived inadequacies in local healthcare quality and service delivery.

Research Methodology: The study employed a quantitative correlational survey design targeting 785 healthcare management stakeholders from twelve Level 4 and above private hospitals. Using stratified random sampling and Yamane's formula, 265 respondents were selected across organizational hierarchies. Data was collected through structured questionnaires with five-point Likert scales and analysed using SPSS through multiple linear regression models and descriptive statistics.

Findings: Correlation analysis revealed strong positive relationships between competitive advantage and corporate governance practices ($r = 0.654$), technology innovation practices ($r = 0.598$), quality management practices ($r = 0.584$), and human resource management practices ($r = 0.513$). Multiple regression analysis showed these factors collectively account for 60.1% of competitive advantage variance ($F = 85.929$, $p < 0.001$), with corporate governance practices having the strongest individual impact ($\beta = 0.413$), followed by technology innovation ($\beta = 0.267$), quality management ($\beta = 0.209$), and human resource management ($\beta = 0.121$).

Conclusion: The study concluded that effective implementation of integrated health management practices is essential for sustainable competitive advantage in private hospitals, with corporate governance serving as the most critical foundation for competitive positioning.

Recommendations: The study recommended that private hospitals should prioritize strengthening corporate governance structures and enhancing board composition to improve accountability and strategic direction. It further recommended that investing in technological innovation, infrastructure, and continuous staff training to enhance service quality and competitiveness.

Keywords: *Health Management Practices, Competitive Advantage, Private Hospitals, Corporate Governance, Technology Innovation, Uasin Gishu County*

BACKGROUND OF THE STUDY

Health management practices serve as performance enhancement strategies that modify fundamental organizational approaches to achieve better competitiveness while following healthcare delivery goals (Quan et al., 2024). These practices exist in four main categories including human resource management practices, quality management practices, corporate governance practices, and technology innovation practices (Vrontis et al., 2021). Human resource management practices require strategic workforce deployment through staffing optimization, training and development programs, and performance management systems (Anwar & Abdullah, 2021). Corporate governance practices include modifications to organizational oversight structures, stakeholder engagement mechanisms, and regulatory compliance frameworks (Yuan et al., 2025). Technology innovation practices encompass the adoption of new medical technologies, data analytics capabilities, and digital transformation initiatives (Behl et al., 2022). The implementation of health management practices in healthcare institutions aims to address evolving patient needs, regulatory requirements, competitive pressures, and technological advancements (Al-Haraisa et al., 2021).

The competitive performance of healthcare organizations experienced positive effects from talent management optimization, quality management implementation, and technology adoption (Amushila et al., 2021). Globally, research on health management practices effects on organizational performance exists in multiple studies (Feyisa, 2021). Research conducted internationally studied how human resource management affects health system efficiency in healthcare organizations (Nyawira et al., 2022). In China, organizational changes such as quality management practices and job satisfaction improvements have led to enhanced sustainable performance and competitive advantage (Quan et al., 2024). In maternal and child health institutions, health management practices are seen as necessary for healthcare facilities to deliver effectively, given the vast needs of communities to access quality specialized care (Yuan et al., 2025). A study in Lebanon found that healthcare institutions are more operationally efficient when implementing managerial innovative capabilities and that changes in dynamic capabilities positively affect competitive advantage and performance (Vrontis et al., 2021).

Regionally, health management implementation efforts have shown positive results in various healthcare sectors. In public health systems, health management practices, quality improvement initiatives, and institutional characteristics were found to significantly influence healthcare performance (Nyawira et al., 2022). Health management practices positively

impacted the performance of healthcare facilities through effective communication management and project implementation (Shinachi et al., 2021). Talent management proved to be an effective competitive strategy for healthcare providers in insurance sectors (Al-Haraisa et al., 2021), and health management practices positively influenced organizational performance in healthcare institutions through effective human resource retention strategies (Amushila et al., 2021). The healthcare industry has experienced significant transformation in recent years, with various institutions contributing substantially to healthcare delivery despite various challenges (Feyisa, 2021).

Competitive advantage development is crucial in the healthcare industry, with organizations acting as "value creators" for patients through quality service delivery, innovation, and evidence-based care (Zio, 2021). The importance of competitive positioning in healthcare organizations and the significance of health management functions in ensuring sustainability of healthcare institutions have been highlighted (Abubakar et al., 2022). Strategic health management positively impacted the competitiveness of healthcare sectors, and effective management frameworks influenced healthcare quality in various operational contexts. Competitive advantage development is essential in the organizational strategy system of healthcare institutions operating in evolving healthcare landscapes (Tsiu et al., 2025). Competitive advantage represents a critical strategic imperative for private hospitals operating in Kenya's increasingly competitive healthcare environment, where institutions must continuously strive to outperform rivals through superior value creation and distinctive service offerings (Chang et al., 2017).

Private hospitals in Uasin Gishu County face unique operational challenges and opportunities in the current healthcare environment. These institutions must navigate complex regulatory requirements, manage sophisticated medical technologies, attract and retain qualified healthcare professionals, and maintain financial sustainability while providing quality care. The competitive landscape requires these hospitals to develop distinctive management approaches to enhance service efficiency and effectiveness while differentiating their offerings from both public facilities and competitor private hospitals. As healthcare demands continue to evolve, particularly in response to changing disease patterns, demographic trends, and patient expectations, private hospitals in Uasin Gishu face the challenge of implementing strategic changes to align with evolving patient needs and environmental conditions while maintaining their competitive positioning in the regional healthcare market. The proliferation

of private hospitals in Uasin Gishu County over the past decade indicates both strong market demand and economic viability of private healthcare provision in the region (Kenya National Bureau of Statistics, 2023).

STATEMENT OF THE PROBLEM

Private hospitals in Kenya face significant challenges in establishing and maintaining competitive advantage in the contemporary healthcare landscape. Recent industry analyses reveal that approximately 12,000 Kenyans seek medical treatment abroad annually, spending over KSh 15 billion on medical tourism due to perceived inadequacies in local healthcare quality and service delivery (Kenya Association of Medical Practitioners, 2023; Ministry of Health Kenya, 2024). This substantial medical tourism outflow indicates fundamental competitive disadvantage issues facing Kenyan private hospitals compared to international healthcare providers. Furthermore, market research demonstrates that private hospitals in Kenya experience declining patient retention rates, with average customer satisfaction scores remaining below 65% compared to international benchmarks of 85% (Healthcare Federation of Kenya, 2024). Private hospitals also struggle with market share erosion, as patients increasingly prefer specialized medical facilities or seek treatment in neighboring countries such as India, South Africa, and Turkey for complex medical procedures (Kenya Medical Practitioners and Dentists Council, 2023).

The competitive advantage challenges are further compounded by systemic operational issues including inadequate human resource management leading to high staff turnover rates of 35% annually, insufficient quality management systems resulting in inconsistent service delivery, weak corporate governance structures affecting strategic decision-making, and limited technology innovation adoption hampering operational efficiency (Kenya Private Healthcare Association, 2024). These management practice deficiencies directly impact hospitals' ability to create sustainable competitive positioning in the market, resulting in reduced profitability, declining patient volumes, and inability to expand service offerings or geographic reach. Existing research reveals substantial gaps in understanding the relationship between health management practices and competitive advantage in the Kenyan healthcare context. While previous studies have explored isolated aspects of healthcare management, they have not provided a holistic framework for understanding how integrated management practices influence competitive advantage. Most existing research has been confined to urban centers like Nairobi, with limited focus on regional hospitals in counties such as Uasin Gishu where

private healthcare provision plays increasingly important roles in serving diverse patient populations.

OBJECTIVES OF THE STUDY

To investigate the effects of health management practices on competitive advantage in private hospitals, with a specific focus on Level 4 and above private hospitals in Uasin Gishu County, Kenya.

- i. To analyse the effect of human resource management practices on competitive advantage of Level 4 and above private hospitals in Uasin Gishu County, Kenya.
- ii. To assess how quality management practices, influence competitive advantage of Level 4 and above private hospitals in Uasin Gishu County, Kenya.
- iii. To establish the effect of corporate governance practices on competitive advantage of Level 4 and above private hospitals in Uasin Gishu County, Kenya.
- iv. To investigate the effect of technology innovation on competitive advantage of Level 4 and above private hospitals in Uasin Gishu County, Kenya.

RESEARCH QUESTIONS

- i. What is the relationship between human resource management practices and competitive advantage amongst level 4 and above private hospitals in Uasin Gishu County, Kenya?
- ii. What is the relationship between quality management practices and competitive advantage amongst level 4 and above private hospitals in Uasin Gishu County, Kenya?
- iii. What is the relationship between corporate governance practices and competitive advantage amongst level 4 and above private hospitals in Uasin Gishu County, Kenya?
- iv. What is the relationship between technology innovation and competitive advantage amongst level 4 and above private hospitals in Uasin Gishu County, Kenya?

LITERATURE REVIEW

The literature review provides the theoretical and empirical foundation for the study by examining how private hospitals achieve competitive advantage through health management practices. The section is structured around three guiding theories Resource-Based View Theory, Dynamic Capabilities Theory, and Institutional Theory which explain the role of resources, adaptability, and institutional pressures in shaping hospital strategies. Empirical studies are then reviewed across four dimensions human resource management, quality management, corporate governance, and technology innovation highlighting key findings,

gaps, and contextual differences that inform the current research focus on private hospitals in Uasin Gishu County.

THEORETICAL REVIEW

This section establishes the investigation's theoretical foundation using Resource-Based View Theory, Dynamic Capabilities Theory, and Institutional Theory. These carefully chosen theories illuminate private hospitals' complex health management practices and competitive advantage dynamics. Resource-Based View Theory recognizes diverse organizational resources and capabilities, Dynamic Capabilities Theory examines organizational adaptation and capability development, and Institutional Theory examines organizational responses to institutional pressures and legitimacy requirements.

Resource-Based View Theory

The Resource-Based View Theory was originally developed by Edith Penrose in 1959 in her seminal work "The Theory of the Growth of the Firm," which laid the foundational understanding of how firms grow through the accumulation and deployment of resources (Penrose, 1959). The theory gained significant momentum through the contributions of Birger Wernerfelt in 1984, who coined the term "Resource-Based View" and formally established the theoretical framework linking organizational resources to competitive advantage (Wernerfelt, 1984). Jay Barney made substantial contributions to the theory's development in 1991 by introducing the VRIN framework (Valuable, Rare, Inimitable, and Non-substitutable) that became the cornerstone for evaluating strategic resources (Barney, 1991). Additional significant contributions came from Robert Grant (1991) who developed the knowledge-based perspective of the theory and C.K. Prahalad (1990) who introduced the concept of core competencies as strategic resources that drive competitive advantage (Grant, 1991).

The theory makes several key assumptions about organizational resources and competitive advantage. First, the theory assumes that resources are heterogeneously distributed across organizations, meaning not all firms possess the same resources or capabilities, which creates opportunities for competitive differentiation (Barney, 1991). Second, it assumes that these resources can be imperfectly mobile, meaning they cannot be easily transferred between organizations, allowing firms to maintain their competitive advantages over extended periods (Wernerfelt, 1984). The Resource-Based View Theory provides a theoretical foundation for this study by offering a framework for understanding how health management practices serve as strategic resources that contribute to competitive advantage in private hospitals. The theory

grounds this study by explaining how human resource management practices, quality management practices, corporate governance practices, and technology innovation practices can function as unique organizational resources that, when properly developed and deployed, create sustainable competitive advantage.

Dynamic Capabilities Theory

The Dynamic Capabilities Theory was developed by David Teece, Gary Pisano, and Amy Shuen in 1997 as a critical extension of the Resource-Based View, offering a dynamic perspective on organizational capabilities in rapidly changing environments (Teece et al., 1997). Kathleen Eisenhardt and Jeffrey Martin made significant contributions to the theory's development in 2000 by providing empirical insights into the nature and characteristics of dynamic capabilities (Eisenhardt et al., 2000). The theory makes several key assumptions about organizational capabilities and strategic adaptation. First, it assumes that organizations operate in highly dynamic and unpredictable environments that require continuous adaptation and capability development (Eisenhardt et al., 2000). Second, the theory assumes that organizations possess different levels of dynamic capabilities, which directly impact their ability to compete and survive in turbulent markets (Winter, 2003).

The Dynamic Capabilities Theory provides a theoretical foundation for this study by offering a framework for understanding how private hospitals can develop and deploy health management practices as dynamic capabilities to achieve competitive advantage. The theory grounds this study by explaining how health management practices function as organizational capabilities that enable hospitals to sense opportunities and threats in the healthcare environment, seize strategic opportunities through effective resource mobilization, and transform their operations to maintain competitive positioning. Technology innovation practices constitute dynamic capabilities that allow hospitals to integrate new technologies, transform their service delivery models, and create new value propositions for patients.

Institutional Theory

The Institutional Theory was primarily developed by organizational sociologists Paul DiMaggio and Walter Powell in 1983, who introduced the concept of institutional isomorphism and the three mechanisms through which organizations conform to institutional pressures (DiMaggio et al., 1983). John Meyer and Brian Rowan made foundational contributions to the theory in 1977 by establishing the understanding of how organizational structures are shaped by institutional environments rather than purely technical considerations (Meyer et al., 1977).

The theory makes several key assumptions about organizational behavior and institutional environments. First, it assumes that organizations are embedded in complex institutional contexts that significantly influence their structures, practices, and strategic decisions beyond purely economic considerations (Meyer et al., 1977). Second, the theory assumes that organizations seek legitimacy by conforming to institutionalized rules and expectations, often prioritizing social acceptance over technical efficiency (DiMaggio et al., 1983).

The Institutional Theory provides essential theoretical grounding for this study by offering a framework for understanding how private hospitals develop health management practices in response to institutional pressures and expectations within the Kenyan healthcare system. The theory grounds this study by explaining how health management practices are shaped by regulatory requirements, professional standards, and social expectations that define legitimate healthcare provision in the institutional context. Corporate governance practices in private hospitals are influenced by regulatory compliance requirements, professional healthcare standards, and stakeholder expectations for transparency and accountability.

EMPIRICAL REVIEW

The empirical review examines prior research on human resource management, quality management, corporate governance, and technology innovation practices as drivers of competitive advantage. It highlights key findings, methodological approaches, and contextual gaps from global and regional studies, thereby justifying the relevance of investigating these practices within private hospitals in Uasin Gishu County.

Human Resource Management Practices and Competitive Advantage

Kresnawidiansyah et al. (2023) conducted a research study on Human Resource Management strategies in achieving competitive advantage in business administration. The study employed qualitative descriptive analysis methodology, gathering data from Google Scholar spanning from 1996 to 2023. The research established that effective HR management strategies are crucial for achieving and maintaining competitive advantage in business administration. The study also found that prioritizing quality recruitment, employee development, and motivation significantly contributes to business performance. However, this study presents a methodological gap as it employed only qualitative analysis and was not conducted in a healthcare setting.

Ahmeti (2023) conducted research on leveraging employee engagement for competitive advantage through satisfaction and work motivation management. The study employed Partial

Least Square (PLS) analysis using SmartPLS 3.0 software on data collected from 112 respondents in IT companies across Kosovo and the European Union. The research established that motivation positively influences employees' engagement and performance in various IT positions. The study also found that job satisfaction had no direct impact or exerted a relatively low influence on performance. This study presents both contextual gap and conceptual gap as it focused on IT companies in Europe rather than healthcare organizations in Kenya.

Quality Management Practices and Competitive Advantage

Makinde et al. (2023) conducted a study on quality management practices and competitive advantage of selected food and beverage manufacturing firms in Lagos State, Nigeria. The research employed survey research design with a sample size of 491 participants from various management levels. The study revealed that quality management practices had a significant effect on the competitive advantage of food and beverages manufacturing firms. The study also found that leadership behavior, strategic quality planning, supplier quality management, process management, and customer focus were critical elements of quality management that influenced competitive advantage. This study presents contextual gap and conceptual gap as it focused on manufacturing rather than healthcare, and was conducted in Nigeria rather than Kenya.

Steglitz et al. (2015) conducted a research study on evidence-based practice as an approach to improve health-related decision processes. The study employed a multidisciplinary research methodology examining interprofessional models of evidence-based practice. The researchers found that effective evidence-based practice integrates three critical data streams: evidence, resources, and patient characteristics. The study also established that health professionals can fulfill various important roles in the EBP process, including primary researchers, systematic reviewers, and clinicians. This study presents a methodological gap as it focused on theoretical frameworks rather than empirical testing in healthcare settings.

Corporate Governance Practices and Competitive Advantage

Darweesh and Abuareish (2023) conducted research on the effect of corporate governance on competitive advantage through organizational learning. The study employed multiple linear regression analysis with data collected from top and middle managers at Jordanian industrial companies listed on the Amman Stock Exchange. The research found that all factors of corporate governance significantly impact competitive advantage. The study also established that organizational learning partially mediates the relationship between corporate governance

and competitive advantage. This study presents a contextual gap as it was conducted in Jordan rather than Kenya, and a conceptual gap as it introduced organizational learning as a mediating variable not considered in the current study.

Jonyo et al. (2018) conducted a research study examining the effect of mission and vision on organizational performance within private universities in Kenya. The study employed a correlational research design with a census technique targeting 136 board members and university leaders from 17 private universities. The research established that mission and vision explained a significant proportion of variance in organizational performance. This study presents a conceptual gap as it focused on universities rather than healthcare institutions.

Technology Innovation Practices and Competitive Advantage

Mahasneh et al. (2023) investigated innovation in health services alignment with competitive advantage achievement in private hospitals in Saudi Arabia. The study examined 40 private hospitals in Jeddah city, focusing on product and process innovation dimensions. The findings revealed a positive significant correlation between innovation and competitive advantage achievement in these healthcare facilities. The study also established that both product innovation and process innovation emerged as significant variables affecting competitive advantage achievement. This study presents a contextual gap as it was conducted in Saudi Arabia rather than Kenya, though it does focus on the healthcare sector.

Mugo and Macharia (2020) conducted a research study investigating the influence of technological innovation on the competitive advantage of telecommunication companies in Kenya. The study employed a positivist philosophical stance with cross-sectional survey data collected from 247 managers using proportionate sampling. The research established that technological innovation significantly improves the competitive advantage of telecommunication companies in Kenya. This study presents a conceptual gap as it focused on telecommunications rather than healthcare, despite being conducted in Kenya.

CONCEPUAL FRAMEWORK

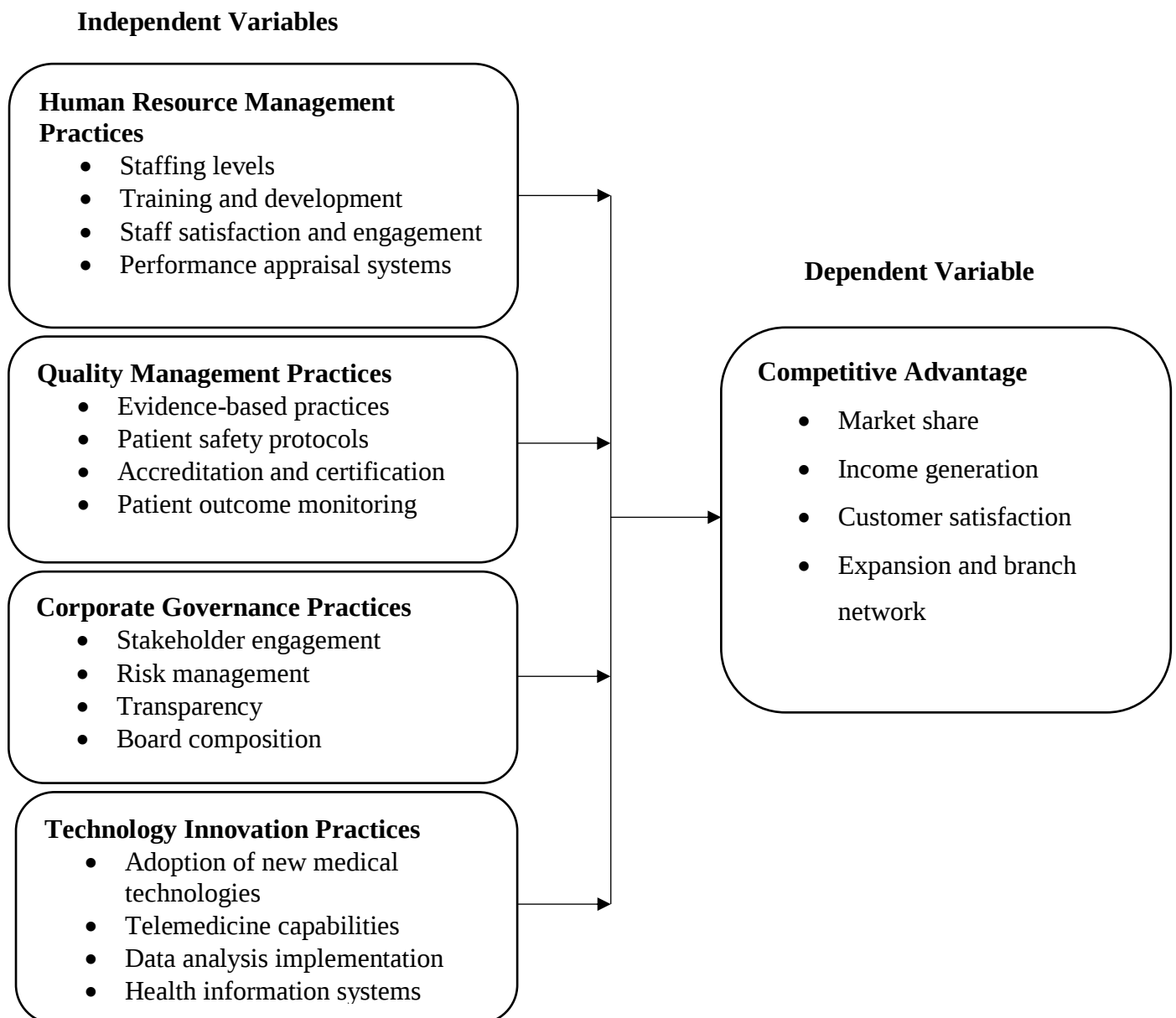


Figure 1: Conceptual Framework

RESEARCH METHODOLOGY

This research methodology section outlines a quantitative correlational survey design focusing on Level 4 and above private hospitals in Uasin Gishu County, Kenya. The target population consisted of 785 healthcare management stakeholders from twelve private hospitals, categorized into top management, middle management, and lower management personnel.

Using Yamane's formula, a sample size of 265 participants was determined through stratified random sampling technique. Data collection utilized structured questionnaires with five-point Likert scales, which were tested for validity and reliability through pilot study conducted in Nakuru County. The study employed both descriptive and multiple regression analysis to examine the effects of health management practices on competitive advantage. The regression model considered factors such as human resource management practices, quality management practices, corporate governance practices, and technology innovation practices. Ethical considerations included obtaining necessary approvals from NACOSTI, ensuring participant consent, and maintaining data confidentiality throughout the research process.

RESEARCH FINDINGS AND DISCUSSION

This study on the effect of health management practices on competitive advantage in Uasin Gishu County private hospitals received an 87.9% response rate, with 233 fully completed questionnaires out of 265 distributed. A pilot study confirmed the research instruments' reliability, with all variables having Cronbach's alpha values higher than the recommended 0.7, ranging from 0.742 to 0.789. Demographic analysis revealed that respondents were more male (58.4%) than female (41.6%), with the majority falling between the ages of 35 and 55 years (62.2%). Educational backgrounds varied, with 81.1% having university degrees (bachelor's and above). The vast majority of respondents (60.5%) were from lower management positions, followed by middle management (36.1%), and top management (3.4%). Experience levels showed that 51.5% had 5-10 years of organizational experience, indicating substantial knowledge of health management practices and competitive dynamics.

CORRELATION ANALYSIS

Correlation analysis was used in this study to evaluate the associations between independent and dependent variables. Competitive advantage was carefully analyzed in relation to health management factors, including human resource management practices, quality management practices, corporate governance practices, and technology innovation practices. Table 1 presents the results of correlation analysis.

Table 1: Correlation Matrix

Variables	CA	HRMP	QMP	CGP	TIP
Competitive Advantage (CA)	1				

Human Resource Management Practices (HRMP)	.513**	1			
Quality Management Practices (QMP)	.584**	.491**	1		
Corporate Governance Practices (CGP)	.654**	.410**	.480**	1	
Technology Innovation Practices (TIP)	.598**	.477**	.515**	.409**	1

Correlation analysis revealed a strong positive relationship ($r = 0.654$) between competitive advantage and corporate governance practices. This finding suggests that when corporate governance structures, risk management systems, transparency mechanisms, and board composition are effectively implemented, competitive advantage improves substantially. This finding is consistent with Darweesh and Abuareish (2023), who highlighted the importance of corporate governance in achieving competitive advantage through organizational learning. The study found a strong positive correlation ($r = 0.598$) between competitive advantage and technology innovation practices. This implies that adoption of new medical technologies, telemedicine capabilities, data analysis implementation, and health information systems have significant impact on competitive positioning. The findings are consistent with Mahasneh et al. (2023), who demonstrated the positive correlation between innovation and competitive advantage achievement in private hospitals. There was a strong positive correlation ($r = 0.584$) between competitive advantage and quality management practices. This suggests that when evidence-based practices, patient safety protocols, accreditation processes, and patient outcome monitoring are actively implemented, competitive advantage improves. This aligns with Makinde et al. (2023) findings, which showed that quality management practices significantly enhanced competitive advantage. A moderate positive correlation ($r = 0.513$) between competitive advantage and human resource management practices was found. This suggests that effective staffing levels, training programs, staff satisfaction initiatives, and performance appraisal systems can improve competitive positioning. This finding is consistent with Kresnawidiansyah et al. (2023), which emphasized the importance of HR management strategies in achieving competitive advantage.

REGRESSION ANALYSIS

Multiple regression analysis was employed to ascertain the strength of relationship between variables.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.775	0.601	0.594	0.160640

The R-squared value of 0.601 indicates that the independent variables (human resource management practices, quality management practices, corporate governance practices, and technology innovation practices) collectively account for 60.1% of the variance in competitive advantage. This substantial explanatory power suggests a robust model that captures key determinants of competitive positioning in private hospital contexts. This finding aligns with previous healthcare management research demonstrating that integrated management practices create synergistic effects on organizational performance.

Table 3: ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.870	4	2.217	85.929	.000
	Residual	5.884	228	.026		
	Total	14.753	232			

The ANOVA results ($F = 85.929$, $p < 0.001$) confirm the overall significance of the regression model, indicating that the combination of these health management practices reliably predicts competitive advantage. This finding supports the theoretical framework suggesting that integrated management approaches create sustainable competitive positioning in healthcare organizations.

Table 4: Regression Coefficients

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-.095	.211		-.453	.651
	HRMP	.121	.050	.124	2.424	.016
	QMP	.209	.060	.188	3.490	.001
	CGP	.413	.051	.399	8.041	.000
	TIP	.267	.049	.280	5.402	.000

Corporate Governance Practices (Beta = 0.399, $p < 0.001$) emerged as the strongest predictor of competitive advantage. This finding demonstrates that governance structures, risk management systems, transparency practices, and board effectiveness have the most significant impact on competitive positioning. Human Resource Management Practices (Beta = 0.124, p

= 0.016) showed a significant but modest positive impact on competitive advantage. Quality Management Practices (Beta = 0.188, $p = 0.001$) demonstrated significant positive influence on competitive advantage through evidence-based practices and patient safety protocols. Technology Innovation Practices (Beta = 0.280, $p < 0.001$) showed strong positive impact, indicating that technological advancement substantially enhances competitive positioning.

The regression model for Competitive Advantage is presented below:

$$Y = -0.095 + 0.121X_1 + 0.209X_2 + 0.413X_3 + 0.267X_4$$

Where:

Y = Competitive Advantage

X_1 = Human Resource Management Practices

X_2 = Quality Management Practices

X_3 = Corporate Governance Practices

X_4 = Technology Innovation Practices

This research found significant relationships between all independent variables and competitive advantage in private hospitals. Corporate governance practices had the strongest influence, followed by technology innovation practices, quality management practices, and human resource management practices.

CONCLUSION

Correlation and multiple regression analysis were used to examine the relationships between health management practices and competitive advantage outcomes. The study found a strong positive correlation between corporate governance practices and competitive advantage. When governance structures, risk management systems, transparency mechanisms, and board composition are effectively implemented and aligned with organizational objectives, competitive positioning improves substantially. Competitive advantage was found to have a strong positive relationship with technology innovation practices. Strategic adoption of new medical technologies, telemedicine capabilities, data analysis tools, and health information systems significantly enhances competitive positioning. According to the findings, quality management practices were strongly associated with competitive advantage. The systematic implementation of evidence-based practices, patient safety protocols, accreditation processes, and patient outcome monitoring improves organizational competitiveness. The results revealed

a significant positive relationship between human resource management practices and competitive advantage. Therefore, effective staffing optimization, training programs, staff engagement initiatives, and performance management systems have a positive impact on the hospital's overall competitive positioning.

RECOMMENDATIONS

The study recommended that all Level 4 and above private hospitals focus on strengthening corporate governance structures and implementing effective risk management strategies. These steps are critical because corporate governance practices have been demonstrated to have the strongest positive impact on competitive advantage. Developing comprehensive governance frameworks that ensure appropriate oversight, transparency, and accountability can significantly increase the likelihood of sustained competitive positioning. Similarly, technology innovation is critical and can be enhanced by developing strategic technology adoption plans that ensure systematic evaluation and implementation of emerging medical technologies and digital health solutions. In addition, it was recommended that hospitals actively invest in quality management practices, emphasizing the importance of having robust evidence-based clinical protocols and patient safety systems in place. Partial or moderate quality management implementation has been shown to be insufficient for maximizing competitive advantage; thus, comprehensive and systematic quality improvement approaches are recommended.

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