INFLUENCE OF COVID-19 PANDEMIC ON FINANCIAL STABILITY OF HOSPITALS IN WAJIR COUNTY. A CASE STUDY OF WAJIR GENERAL HOSPITAL.

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DECLARATION

This research project is my original work and has not been presented for a degree in any other University

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This research project has been submitted for examination with my approval as University Supervisor

Signature…… Date ……

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DEDICATION

I humbly dedicate this research to my family for the moral and material support during my study.

ACKNOWLEDGMENT

I would like to express my sincere appreciation to my supervisor, Ms Laura Nyaloti, for the invaluable support and insightful feedback throughout the process of writing this project. I am also deeply grateful to the management of Management University of Africa for granting me the opportunity to pursue this course and for creating an optimal learning environment.

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ABSTRACT

The COVID-19 pandemic has placed immense strain on healthcare institutions globally, impacting their financial stability and ability to provide quality healthcare services. This study, conducted at Wajir General Hospital in Kenya, delves into the multifaceted challenges faced by the hospital during the pandemic. By scrutinizing revenue streams, expenses, and overall financial sustainability, the research aimed to identify the specific impacts of the pandemic on the hospital's finances. Through a robust research design, including a descriptive approach and stratified random sampling, the study analyzed the influence of resource allocation, government support, management style, and donor funding on the hospital's financial stability. From the study, it was established that an overwhelming 92% of respondents recognized the significant influence of resource allocation on hospital financial stability. 41% indicated a great extent of impact, emphasizing its pivotal role. Additionally, 44% of respondents acknowledged the great extent of government support's influence, underscoring its vital role despite varying opinions among respondents. Notwithstanding, style was deemed critical by 90% of respondents. While challenges in participative decision-making were noted, 92.5% agreed on the positive correlation between employee involvement and financial stability and finally, 83% acknowledged the impact of donor funding, but 37.5% expressed dissatisfaction with its timely disbursement. Regression analysis explained approximately 60.9% of the variance, highlighting the significance of predictors. In relation to study findings, the researcher recommended that hospitals should implement robust resource allocation strategies, involving needs assessment, efficient fund allocation, and staff training for better financial literacy. Additionally, it was recommended that hospitals maintain open communication with government bodies, ensuring consistent and timely financial aid, and enhancing transparency in fund utilization can foster a supportive environment. The need to invest in leadership training, promoting adaptive and inclusive management approaches, and valuing employee input through participative decision-making was also recommended for enhanced financial stability. Finally, it was recommended that the management established clear communication with donors, emphasizing punctuality in fund delivery, internal protocols, regular audits, and transparent reporting are essential to efficiently manage donor funds and maintain financial stability. Recommendations for further research include a comparative analysis of financial stability across different healthcare sectors and a focus on the long-term impact of financial stability on healthcare quality and patient outcomes. These avenues promise a deeper understanding of healthcare financial dynamics, aiding institutions in building resilience and ensuring sustained quality healthcare provision, especially in times of crisis.

TABLE OF CONTENTS

DECLARATION ..... **ii**

DEDICATION ..... **iii**

ABSTRACT ..... **v**

TABLE OF CONTENTS ..... **vi**

LIST OF TABLES ..... **ix**

LIST OF FIGURES ..... **x**

ACRONYMS AND ABBREVIATIONS ..... **xi**

DEFINITION OF TERMS ..... **xii**

CHAPTER ONE **1**

INTRODUCTION **1**

1.0 Introduction 1

1.1 Background of the Study 1

1.2 Statement of a Problem 3

1.3 Research Objectives 4

1.4 Research question 4

1.5 Justification for the Study 5

1.6 Scope of the Study 5

1.7 Chapter Summary 6

CHAPTER TWO **8**

LITERATURE REVIEW **8**

2.0 Introduction 8

2.1 Theoretical Review 8

2.2 Empirical review 11

2.3 Summary and Research gaps 23
2.4 Conceptual Framework 25
2.5 Operationalization of Variables 26
2.6 Chapter summary 27
CHAPTER THREE 28
RESEARCH DESIGN AND METHODOLOGY 28
3.0 Introduction 28
3.1 Research design 28
3.2 Target Population 28
3.3 Sample and Sampling Technique 29
3.4 Instruments 29
3.5 Pilot Study 29
3.6 Data Collection Procedure 30
3.7 Data Analysis and Presentation 30
3.8 Ethical Considerations 31
3.9 Chapter Summary 34
CHAPTER FOUR 35
RESEARCH FINDINGS AND DISCUSSION 35
4.0 Introduction 35
4.1 Presentation of Research Findings 35
4.2 Limitations of the study 57
4.3 Chapter Summary 58
CHAPTER FIVE 59

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS 59

5.0 Introduction 59

5.1 Summary of Findings 59

5.2 Conclusion 60

5.3 Recommendations 61

5.4 Recommendations for Further Study 62

REFERENCES 63

APPENDICES 72

APPENDIX 1: INTRODUCTORY LETTER 72

APPENDIX II: DATA COLLECTION LETTER 73

APPENDIX II1: RESEARCH QUESTIONNAIRE 74

APPENDIX IV: PLAGIARISM REPORT 79

LIST OF TABLES

Table 1: Research Gaps 23
Table 2. Operationalization of Variables 26
Table 3: Target population.....28
Table 4. Sample size 29
Table 5. Response rate 35
Table 6. Gender 37
Table 7. Age of Respondents 37
Table 8. Highest Education Level 38
Table 9. Working Experience.....39
Table 10. Effect of resource allocation on financial stability of hospitals.....40
Table 11. Extent to which resource allocation affect financial stability of hospitals 40
Table 12. Effect of government support on financial stability of hospitals. 41
Table 13. Extent to which government support affect financial stability of hospitals. 43
Table 14. Opinion on to government support and financial stability of hospitals.....45
Table 15. Effect of management style on financial stability of hospitals. 45
Table 16. Extent to which management style affect financial stability of hospitals. 47
Table 17. Opinion on management style and financial stability of hospitals 48
Table 18. Effect of donor funding on affects financial stability of hospitals.....**49**
Table 19. Extent to which donor funding affects financial stability of hospitals.....51
Table 20. Opinion on Donor funding and Financial stability of hospitals.....53
Table 21. Model Summary.....54
Table 22. ANOVA.....56
Table 23. Regression Coefficients.....56

LIST OF FIGURES

Figure 1.Conceptual Framework.....26
Figure 2. Response Rate 35
Figure 3. Gender of respondents 37
Figure 4. Age.....38
Figure 5. Level of Education.....39
Figure 6. Effect of resource allocation on financial stability of hospitals. 40
Figure 7. Extent to which resource allocation affect financial stability of hospitals.....41
Figure 8. Effect of government support on financial stability of hospitals 42
Figure 9. Extent to which government support affect financial stability of hospitals. 43
Figure 10. Effect of management style on financial stability of hospitals.....46
Figure 11. Extent to which management style affect financial stability of hospitals.....47
Figure 12. Effect of donor funding on financial stability of hospitals.....50
Figure 13. Extent to which donor funding affects financial stability of hospitals 51

ACRONYMS AND ABBREVIATIONS

PPE	Personal Protective Equipment
ICU	Intensive Care Unit
COVID-19	Coronavirus Disease 2019
ET AL.	Et Alia (and others)
WHO	World Health Organization
GDP	Gross Domestic Product
CARES Act	Coronavirus Aid, Relief, and Economic Security Act
US	United States
UK	United Kingdom
CARES Act	Coronavirus Aid, Relief, and Economic Security Act

DEFINITION OF TERMS

Covid -This is known as Coronavirus Disease 2019, is an infectious disease caused by a novel coronavirus called SARS-CoV-2. It was first identified in December 2019 in Wuhan, China, and has since spread globally, resulting in a pandemic**.**

Wajir General Hospital - Is a healthcare facility located in Wajir, a town in northeastern Kenya. It serves as a general hospital providing medical services to the local population and surrounding communities. The hospital is a part of the public healthcare system in Kenya and is operated and funded by the government

Pilot study - A small-scale test or trial run of the research methodology to identify and address potential issues.

Ethical consideration - The ethical principles and guidelines followed to ensure the protection and welfare of participants.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter provides an overview of the study's context, establishes its objectives, presents research inquiries, highlights its significance, and outlines its scope. The chapter concludes with a summary that aims to investigate the influence of covid-19 pandemic on financial stability of hospitals in Wajir county: a case study of Wajir general hospital

1.1 Background of the Study

The global COVID-19 pandemic has severely impacted hospitals across continents, with profound implications for their financial stability. Hospitals worldwide have faced unprecedented challenges, including a surge in patient numbers, increased demand for medical supplies, and the need for extensive medical infrastructure changes (Smith, 2020). In America and Canada, healthcare institutions grappled with the financial strain due to the soaring costs of intensive care, personal protective equipment, and the significant expenses associated with staffing adjustments (Jones, 2021). Across Asia, countries like India and China experienced a strain on hospital finances due to the sudden spike inpatient admissions, necessitating rapid infrastructure expansion and resource mobilization (Wong, 2020).

In Europe, hospitals, particularly in hard-hit nations like Italy and Spain, faced financial distress caused by prolonged lockdowns and a reduction in elective procedures, severely impacting their revenue streams (Brown, 2020). Meanwhile, in Africa, countries such as Nigeria, Ghana, and South Africa confronted challenges arising from limited healthcare budgets, hindering effective pandemic response efforts and creating significant financial pressures on hospitals (Osei, 2020). In East Africa, countries like Uganda, Tanzania, and Rwanda grappled with resource constraints, highlighting the need for innovative solutions to maintain essential healthcare services (Kagame, 2021).

Focusing specifically on Kenya, hospitals, especially in rural areas like Wajir County, encountered heightened financial instability due to the pandemic. Wajir General Hospital, a critical healthcare institution in the region, experienced reduced revenues owing to the postponement of non-essential medical procedures and a decline in patient visits during lockdowns (Kariuki, 2022). Additionally, increased costs related to purchasing personal protective equipment and implementing stringent infection control measures strained the hospital's budget further. These challenges serve as a microcosm of the broader issues experienced by healthcare facilities in Kenya and underscore the urgent need for targeted financial support and strategic planning to ensure the continued delivery of essential healthcare services in the region.

1.1.4 Profile of Wajir General Hospital

For instance, Wajir General Hospital is one of the prominent healthcare facilities in Wajir County. It serves as a primary healthcare provider, offering a range of medical services to the local community. The hospital plays a vital role in diagnosing and treating various illnesses, providing emergency care, conducting surgeries, and managing public health initiatives. The COVID-19 pandemic has had a significant impact on Wajir General Hospital, affecting its ability to deliver services, generate revenue, and maintain financial stability (Abbey et al., 2022). Analyzing the profile of Wajir General Hospital helps in understanding its unique challenges and requirements for sustaining quality healthcare delivery in the face of the pandemic.

As such, the COVID-19 pandemic has also had a disproportionate impact on vulnerable populations, including women and children. The reduction in hospital admissions and surgeries may have a more significant impact on these populations, leaving them more vulnerable (Kanta mneni, 2020). It is essential for healthcare systems to consider the potential impact of their response to the pandemic on these vulnerable populations and take steps to mitigate any negative effects. In addition to the impact on healthcare systems, the pandemic has also had a significant economic impact. Businesses and industries have been disrupted, leading to job losses and reduced economic activity.

The healthcare financial sector has also been significantly affected, with many healthcare facilities struggling to maintain their operations due to revenue cuts. It is crucial for

governments to provide financial support to healthcare facilities and to consider the broader economic impact of their response to the pandemic (Clark et al., 2020). Therefore, analyzing the economic impact of COVID-19 can assist health policymakers and decision-makers in allocating resources, providing necessary funding, and developing plans to address revenue cuts if necessary, based on evidence and data. The aim of this study is to investigate the effect of COVID-19 on the revenues of the Wajir General Hospital as a case study.

1.2 Statement of a Problem

Wajir General Hospital, like other healthcare institutions, has been facing various challenges as a result of the COVID-19 pandemic, which has significantly impacted the global economy and financial stability of hospitals. The hospital's financial resources have been stretched, and there are concerns about its capacity to provide quality healthcare services to the local community specifically, the study will examine the hospital's revenue streams, expenses, and financial sustainability. The research questions guiding this study include how the pandemic has affected the hospital's revenue streams, such as government funding and patient fees, the major expenses incurred by the hospital during the pandemic, and how they have impacted its financial stability.

(Ng'ang'a, 2021) investigated the impact of COVID-19 measures on the health sector in Kenya. The findings revealed several key issues: inadequate funding of the health sector, an imbalance between public and private health facilities, uneven distribution of health facilities, a shortage of healthcare workforce, lack of necessary facilities and equipment in hospitals, low bed capacity for critical care, limited information reporting on COVID-19, changes in health-seeking behavior, negative effects on reproductive health, reduced vaccination rates, missed medications for non-communicable diseases, and the impact on health workers. The study concludes that increased funding, improved infrastructure, better health-seeking behavior, public health awareness, strengthened primary healthcare, expanded health insurance coverage, and enhanced mental health support are crucial for mitigating the impact of COVID-19 and improving the health sector. However, the study was limited in the manner it explored the pandemic financial impacts on hospital. Arguably, the research gap that needs to be filled lies in further exploring the specific

strategies and interventions required to address these financial challenges and improve the overall preparedness and resilience of the health system in Kenya.

Moreover, a divergent study explored the strategies implemented by the hospital to mitigate the financial impact of the pandemic and their effectiveness (Tabitha, 2021). Limited insight was focused on the actual implication of pandemic on the hospital operations and financial implications. Therefore, the study will identify potential measures that the hospital can undertake to improve its financial sustainability, given the continuing challenges posed by the pandemic. By addressing these research questions, this study seeks to provide insights into the influence of the pandemic on the financial stability of Wajir General Hospital and recommend measures to enhance its financial resilience. Therefore, this case study aimed to investigate the impact of the pandemic on the financial stability of Wajir General Hospital.

1.3 Research Objectives

The study aimed at establishing the influence of Covid19 pandemic on the financial stability of Wajir general hospital.

1.3.1 Specific objectives.

i. To establish the effect of resource allocation on financial stability of Wajir general hospital

ii. To examine the effect of Government support on financial stability of Wajir general hospital

iii. To find out the effect of management style on financial stability of Wajir general hospital

iv. To evaluate the effect of Donor funding on financial stability of Wajir general hospital

1.4 Research question

i. What is the effect of Resource Allocation on financial stability of Wajir general hospital?

ii. How does Government support affect financial stability of Wajir general hospital?

iii. How does the hospital management affect financial stability of Wajir general hospital?

iv. To what extent does donor funding affect financial stability of Wajir general hospital

1.5 Justification for the Study

Theoretically, this study will contribute to the existing knowledge on the financial impact of pandemics on healthcare systems, particularly in low- and middle-income countries. By examining the specific case of Wajir General Hospital, it will avail valuable insights into the challenges faced by hospitals in resource-constrained settings during times of crisis. These insights can help refine existing theories and frameworks related to financial management in healthcare, enhancing our understanding of how hospitals can navigate financial challenges in similar contexts (Ahmed et al., 2022).

Secondly, in terms of policy implications, the findings of this study can inform the development of effective policies and strategies to address the financial challenges faced by hospitals during the COVID-19 pandemic and future crises. Policymakers can draw upon the study's findings to design targeted interventions that support the financial stability of healthcare institutions.

Moreover, for healthcare practitioners and administrators, this study has practical implications. Understanding the financial impact of the pandemic on Wajir General Hospital allows for a comprehensive assessment of the hospital's ability to provide quality healthcare services to its patients (Moses et al., 2021). This knowledge can guide hospital management in making informed decisions regarding resource allocation, financial planning, and operational strategies during and after a pandemic.

1.6 Scope of the Study

The study on the influence of the pandemic on the financial stability of Wajir General Hospital's scope encompassed three main dimensions. Firstly, in terms of content, the study focused on examining the financial challenges that the hospital faces during the

COVID-19 pandemic, including the impact on revenue streams, expenses, and overall financial stability. Similarly, it will also assess how these challenges affect the hospital's ability to provide quality healthcare services. Secondly, the time scope of the study was span from the onset of the COVID-19 pandemic in Kenya in March 2020 to the present day, enabling an examination of the long-term effects on the hospital's finances. Also, the study had a geographic scope limited to Wajir General Hospital, situated in Wajir County, Kenya. By concentrating on this specific hospital, the study provided valuable insights into the financial dynamics and strategies employed in a low-income setting during a pandemic. The study was done in between March- October 2023.

1.7 Chapter Summary

To begin with this section provided an overview of chapter one. For instance, Chapter One provides an introduction to the study on the influence of the COVID-19 pandemic on the financial stability of Wajir General Hospital. It highlights the global and national impact of the pandemic, emphasizing the challenges faced by healthcare systems in responding to the outbreak. The chapter underscores the importance of understanding the financial implications of the pandemic on hospitals, particularly in low-income settings like Wajir County in Kenya.

Secondly, the chapter avails the statement of the problem, outlining the specific challenges faced by Wajir General Hospital due to the pandemic, such as declining revenue streams, financial constraints, and operational inefficiencies. The research objectives and questions are defined, aiming to investigate the impact of the pandemic on the hospital's financial stability and identify strategies to enhance its resilience. The significance of the study is discussed in terms of theoretical, policy, and practical implications. Finally, the scope of the study is delineated, focusing on the financial challenges, time frame from March 2020 to the present, and geographic location of Wajir General Hospital.

Finally, the chapter sets the stage for the study, providing a comprehensive overview of the research context, problem statement, objectives, and scope. It establishes the importance of examining the financial impact of the pandemic on Wajir General Hospital

and lays the foundation for the subsequent chapters that will delve into the specific findings and recommendations.

CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

This section will focus on theories underlining the study, similarly, a conceptual framework will be uncovered within the section. Furthermore, an empirical review will be reiterated within the section. Generally, the section will focus on uncovering the research gaps which motivated the occurrence of the study.

2.1 Theoretical Review

In this section, it focused on the analysis of the theories which have been used in the study. In this case, the theories under study will be Ability – Motivation Opportunity Theory, Resource Based Theory and University Theory

2.1.1 Conspiracy Theory of Covid 19

A study cited in the article is Douglas et al. (2017), which defines conspiracy theories as explanations that attribute significant events and situations to the malicious actions of secretive and powerful groups. This study suggests that people are drawn to conspiracy theories when their psychological needs are not being met, including the need for certainty, control, and understanding of the world around them. These needs are especially prevalent during times of crisis, which may explain the surge in conspiracy theories during the COVID-19 pandemic.

Another study mentioned is Laotian et al. (2017), which explores the psychological mechanisms behind belief in conspiracy theories. The study suggests that people are more likely to believe in conspiracy theories when they feel a lack of control over their lives and are seeking ways to regain a sense of control. This need for control is also related to feelings of anxiety and uncertainty, which are common during pandemics like COVID-19.

Jolley et al. (2018) is another study that explores the psychological motivations behind belief in conspiracy theories. The study found that people are more likely to believe in conspiracy theories when they feel a lack of trust in authority figures or institutions. This

lack of trust may stem from a sense of betrayal or a perception of being excluded or marginalized by those in power. This study suggests that conspiracy theories may be more prevalent during the COVID-19 pandemic as people experience heightened feelings of mistrust towards governments and other institutions.

Finally, van Prooijen and Douglas (2017) examine the role of conspiracy theories in times of crisis, including pandemics. The study suggests that conspiracy theories may provide a way for people to make sense of a chaotic and uncertain world, offering a sense of order and control. However, the study also warns of the potential dangers of conspiracy theories, including the spread of misinformation and the undermining of trust in public institutions. This study emphasizes the importance of addressing and combating conspiracy theories during the COVID-19 pandemic.

Additionally, a study on the impact of COVID19 on the financial stability of hospitals in Kenya, but some related issues have been explored. According to a survey by the Kenya Healthcare Federation (KHF) in August 2020, 72% of private hospitals in Kenya experienced a decline in revenue due to the pandemic. Furthermore, 68% of these hospitals had to lay off staff, and 71% were unable to meet their financial obligations such as paying rent and loans (Kenya Healthcare Federation, 2020).

A mixed methods study by Oyando et al. (2021) examined the impact of COVID19 on 31 private hospitals in Kenya. The study found that 87% of these hospitals had a decline in revenue, averaging at 48%. Additionally, 61% of hospitals reduced their workforce, and 74% implemented cost-cutting measures such as renegotiating contracts with suppliers and reducing salaries and benefits.

Another study by Aketch et al. (2021) assessed the impact of COVID19 on public hospitals in Kenya. The study found that 85% of public hospitals in Nairobi County experienced a decline in revenue, and 90% had an increase in expenditure due to COVID19. While 45% of these hospitals received financial support from the government, 55% did not receive any support.

Taken together, these studies suggest that COVID19 has significantly impacted the financial stability of hospitals in Kenya, in both the private and public sectors. Hospitals are facing financial constraints such as reduced revenue, inability to meet financial obligations, reduced staff, and cost-cutting measures. Therefore, it is crucial for the

government and other stakeholders to support hospitals to ensure their financial stability during and after the pandemic

2.1.2 Effects of Conspiracy Theories

Barua et al. (2020) discovered that individuals who believed in COVID-19 conspiracy theories were less likely to take preventive measures such as practicing social distancing, wearing masks, and washing hands frequently. The study emphasizes the significance of addressing the spread of conspiracy theories and promoting accurate information to encourage people to take preventive measures.

Similarly, Imhoff and Lamberty (2020) found that conspiracy theories about the virus being manufactured in a laboratory predicted a refusal to engage in preventive behaviors, while "hoax"-related conspiracy theories promoted more self-centered prepping behavior. These findings suggest that conspiracy theories can lead to counterproductive behaviors that can increase the spread of the virus.

Biddlestone, Green, and Douglas (2020) demonstrated that belief in COVID-19 conspiracy theories was associated with lower intentions to engage in preventive behaviors among individuals with an individualist cultural orientation. The study revealed that this relationship was mediated by belief in conspiracy theories. This implies that the impact of conspiracy theories varies depending on cultural orientation.

Jolley and Paterson (2020) found that belief in the conspiracy theory that 5G phone masts spread COVID-19 predicted a greater willingness to commit acts of vandalism against 5G masts and engage in violence. The study suggests that belief in COVID-19 conspiracy theories can contribute to violent behavior.

Several preprints available on PsychArXiv.com (Bertin et al., 2020; Teovanović et al., 2020; Bai, 2020) highlight the negative consequences of COVID-19 conspiracy theories, including a preference for alternative remedies, an increased willingness to use unproven remedies, and self-serving behaviors such as stockpiling. These findings indicate that COVID-19 conspiracy theories can lead to behaviors that are not supported by scientific evidence, thereby increasing the risk of harm to individuals.

The spread of COVID-19 conspiracy theories has been shown to be damaging to efforts to halt the spread of the virus and prevent further deaths (Douglas et al., 2019; Rutjens et al., 2021). Therefore, it is crucial to address the spread of COVID-19 conspiracy theories

and promote factual information to encourage people to take preventive measures against the virus.

In summary, belief in COVID-19 conspiracy theories has been associated with a range of negative consequences, including violent behavior, preference for alternative remedies, and self-serving behaviors such as stockpiling. These studies emphasize the importance of addressing the spread of conspiracy theories and promoting factual information to prevent the spread of the virus.

2.2 Empirical review

2.2.1 Resource allocation and financial stability

A study by Smith (2018) examined the optimization of resource allocation in Public Hospitals in the United States.This study utilized a quantitative research design, focusing on 15 public hospitals across different states. The target population consisted of hospital administrators and financial officers. The researchers employed stratified random sampling to select participants. Data was collected through surveys and financial records analysis. Findings revealed that hospitals with efficient resource allocation strategies demonstrated higher financial stability. The study recommended the implementation of data-driven allocation models to enhance financial sustainability.

A research by Kumar and Ade (2019) focused on a Comparative Analysis of the impact of Resource Allocation on Financial Stability in Developing Countries looking at of Hospitals in India and Nigeria. A mixed-methods approach was employed in this study, targeting healthcare managers, policymakers, and patients in India and Nigeria. Purposive sampling was used for selecting hospitals and participants. Data was collected through surveys, interviews, and financial audits. The findings indicated that in India, where resources were allocated based on needs, hospitals were more financially stable compared to Nigeria, where allocation was arbitrary. The study recommended adopting needs-based allocation strategies for sustainable financial health .

A longitudinal Study in Tanzania study by Mwakisambwe (2020) examined resource allocation and financial stability in rural healthcare. This study utilized a longitudinal

research design, observing resource allocation trends in rural healthcare facilities in Tanzania over five years. The target population included hospital administrators, healthcare providers, and patients. Simple random sampling was employed for participant selection. Data was collected through interviews, focus groups, and financial reports analysis. The study found that consistent resource allocation led to improved financial stability in rural hospitals. Recommendations included regular evaluation of allocation policies to ensure long-term stability.

A Study of European Hospitals done by Jones & Schmidt (2017) examine the role of technology in optimizing resource allocation. This qualitative study focused on European hospitals and employed a case study research design. The target population included hospital IT managers and financial analysts. Convenience sampling was used to select participating hospitals. Data collection involved in-depth interviews and analysis of technological systems. Findings indicated that hospitals utilizing advanced technologies for resource allocation experienced enhanced financial stability. The study recommended integrating advanced software for efficient allocation and financial planning

Focusing on Private Hospitals in the Middle East, Al-Mansoori & Hassan (2018) evaluated Resource Allocation Strategies and Financial Stability. A qualitative comparative analysis was employed in this study, focusing on five successful private hospitals in the Middle East. Hospital administrators and finance directors constituted the target population. Purposive sampling was utilized for participant selection. Data was collected through interviews and examination of financial documents. The findings revealed that strategic resource allocation, coupled with investment in staff training, led to robust financial stability. The study recommended replicating these strategies in other hospitals for sustainable financial health.

A study by Tan & Lim (2019) evaluated resource allocation models and financial stability of hospitals in Southeast Asia. This quantitative study surveyed 50 hospitals in Southeast Asia, using a cross-sectional research design. The target population included hospital administrators, financial officers, and government officials. Stratified random sampling was used for participant selection. Data was collected through structured

questionnaires. Findings demonstrated a positive correlation between hospitals employing data-driven allocation models and financial stability. The study recommended the widespread adoption of such models across the region for improved financial health

Owusu and Ampofo(2021) examine the effect of Resource Allocation on Financial Stability of Maternal and Child Health Clinics in Sub-Saharan Africa.A mixed-methods research design was used for this study, focusing on maternal and child health clinics in Sub-Saharan Africa. The target population included clinic managers, healthcare providers, and patients. Convenience sampling was employed for participant selection. Data was collected through surveys, focus group discussions, and financial records analysis. Findings revealed that clinics with efficient resource allocation strategies experienced enhanced financial stability, ensuring consistent healthcare services. The study recommended regular assessments of allocation policies to address evolving healthcare needs

Smith & Johnson (2016) conducted a longitudinal analysis on the effect of resource allocation and financial stability in Academic Medical Centers. This study employed a longitudinal research design, analyzing resource allocation trends in academic medical centers over a decade. The target population comprised hospital administrators, researchers, and finance directors. Purposive sampling was used for participant selection. Data was collected through archival records, interviews, and surveys. Findings highlighted the importance of adaptive resource allocation strategies for long-term financial stability. The study recommended continuous monitoring and adjustment of allocation policies in academic medical centers

7A comparative study by Gomez & Rodriguez (2018) examined the effect of resource allocation efficiency and financial stability of Public and Private Hospitals in Latin America. A comparative research design was employed in this study, analyzing resource allocation efficiency in public and private hospitals across Latin American countries. The target population included hospital managers, financial officers, and patients. Snowball sampling was utilized for participant selection. Data was collected through surveys, interviews, and financial audits. Findings indicated that private hospitals, with

streamlined allocation processes, demonstrated higher financial stability compared to public hospitals. The study recommended knowledge exchange between sectors to enhance efficiency in resource allocation.

2.2.2 Government Support and financial stability of Hospitals

A study by Omondi and Kariuki (2019) examined Government Funding and Hospital Financial Stability focusing on Public Hospitals in Nairobi. This qualitative research focused on public hospitals in Nairobi, utilizing a case study approach. Hospital administrators and financial officers constituted the target population. Purposive sampling was employed for participant selection. Data was collected through interviews and analysis of financial records. Findings showed that consistent government funding significantly contributed to the financial stability of these hospitals. The study recommended continued and predictable funding to maintain financial health.

Mwangi (2020) through a longitudinal study in Western Kenya examined the impact of government grants on rural healthcare centers' financial stability. A longitudinal research design was used in this study, focusing on rural healthcare centers in Western Kenya. The target population included healthcare providers, administrators, and patients. Random sampling was employed for participant selection. Data was collected through surveys and financial reports analysis. Findings revealed that government grants positively influenced the financial stability of rural healthcare centers, ensuring consistent service provision. The study recommended the timely disbursement of grants for sustained financial health.

A research by Waweru and Mugo (2018) evaluated the effect of Government Policy on Hospital Financial Stability by analyzing the Impact of Universal Health Coverage in Kenya. This study utilized a quantitative research design, targeting hospitals across Kenya. Hospital administrators and policymakers constituted the target population. Stratified random sampling was used for participant selection. Data was collected through surveys and policy document analysis. Findings indicated that the implementation of Universal Health Coverage policies significantly improved the

financial stability of hospitals. The study recommended the continuous monitoring and evaluation of policy implementation for ongoing financial health

A research by Nzombo (2017) examined how Government Grants influence Financial Sustainability of Non-Profit Hospitals in Coastal Kenya. A mixed-methods research design was employed in this study, focusing on non-profit hospitals in coastal Kenya. Hospital managers and finance directors constituted the target population. Convenience sampling was used for participant selection. Data was collected through interviews, surveys, and analysis of financial statements. Findings demonstrated that government grants played a crucial role in ensuring the financial stability of non-profit hospitals. The study recommended transparent allocation processes and regular reporting to optimize grant utilization.

A study by Ochieng and Nyangena (2021) evaluated how Government Support influence Financial Resilience of Hospitals during Pandemics specifically during COVID-19 Response in Kenya. This study employed a qualitative research design, focusing on hospitals across Kenya during the COVID-19 pandemic. Hospital administrators, healthcare workers, and government officials constituted the target population. Snowball sampling was used for participant selection. Data was collected through interviews and document analysis. Findings highlighted the vital role of government support packages in ensuring the financial resilience of hospitals during pandemics. The study recommended the creation of a dedicated healthcare emergency fund for future crises .

A study by Kipchirchir & Maina (2019) examined the effect of Government Subsidies on Private Healthcare Facilities' Financial Stability in Nairobi. A comparative research design was used in this study, comparing private healthcare facilities in Nairobi. Hospital owners, financial officers, and patients constituted the target population. Purposive sampling was employed for participant selection. Data was collected through surveys and financial records analysis. Findings revealed that government subsidies significantly improved the financial stability of private healthcare facilities. The study recommended transparent subsidy allocation and regular audits to ensure proper utilization.

Karanja(2018) looked at Government Initiatives and Financial Stability of Community Health Centers in Rural Kenya. This study employed a mixed-methods approach, focusing on community health centers in rural Kenya. Healthcare workers, community leaders, and government representatives constituted the target population. Convenience sampling was used for participant selection. Data was collected through surveys, focus group discussions, and government policy document analysis. Findings showed that targeted government initiatives positively impacted the financial stability of community health centers. The study recommended the expansion of community-based healthcare initiatives for widespread financial health.

Njeri and Gitonga (2016) examined Government Grants and Financial Sustainability of Maternal and Child Health Clinics in Central Kenya. A case study research design was employed in this study, focusing on maternal and child health clinics in Central Kenya. Clinic managers, healthcare providers, and mothers constituted the target population. Purposive sampling was used for participant selection. Data was collected through interviews, focus group discussions, and analysis of clinic financial records. Findings indicated that government grants were instrumental in ensuring the financial sustainability of these clinics. The study recommended increased funding for maternal and child health services and regular financial audits.

Ogutu and Mwangi (2017) evaluated Government Policies and Financial Stability of Mental Health Facilities in Nairobi County. A qualitative research design was used in this study, focusing on mental health facilities in Nairobi County. Facility administrators, mental health professionals, and government representatives constituted the target population. Snowball sampling was employed for participant selection. Data was collected through interviews and policy document analysis. Findings highlighted the impact of supportive government policies in ensuring the financial stability of mental health facilities. The study recommended the continuous implementation of mental health policies for long-term financial health.

A study by Ochieng(2020) examined Government Support and Financial Stability of HIV/AIDS Clinics in Kenya. This longitudinal study focused on HIV/AIDS clinics in

Kenya, employing a quantitative research design. Clinic managers, healthcare workers, and HIV-positive patients constituted the target population. Random sampling was used for participant selection. Data was collected through surveys and analysis of clinic financial reports over a five-year period. Findings demonstrated a direct correlation between consistent government support and the financial stability of HIV/AIDS clinics. The study recommended sustained funding, capacity-building programs, and regular financial assessments for these clinics

2.2.3 Management Style and financial stability of Hospitals

A study by Ogutu (2019) examined hospital leadership styles and financial stability in healthcare organizations in Kenya. This quantitative study investigated hospital management styles in Kenyan healthcare organizations. The target population included hospital administrators, department heads, and finance officers. Random sampling was employed for participant selection. Data was collected through surveys and financial records analysis. Findings indicated that hospitals with transformational leadership exhibited better financial stability. The study recommended training programs for hospital leaders to enhance their transformational leadership skills

A research by Wambua (2018) evaluated the impact of strategic management practices on financial stability of Private Hospitals in Nairobi. A mixed-methods approach was used in this study, focusing on private hospitals in Nairobi. The target population included hospital managers, financial officers, and patients. Purposive sampling was employed for participant selection. Data was collected through interviews, surveys, and financial reports analysis. Findings revealed that hospitals implementing strategic management practices demonstrated improved financial stability. The study recommended the adoption of strategic planning frameworks for sustainable financial health (Wambua & Kimani, 2018).

Ochieng and Nyangena (2017) explored hospital Management Efficiency and Financial Sustainability of Public Hospitals in Kisumu County. This qualitative research focused on public hospitals in Kisumu County, employing a case study approach. The target population included hospital administrators, healthcare providers, and government

officials. Purposive sampling was used for participant selection. Data was collected through interviews, focus group discussions, and analysis of hospital financial statements. Findings indicated that efficient hospital management positively impacted financial sustainability. The study recommended capacity-building programs for hospital management teams to enhance their efficiency .

Muthoni and Kiptoo (2020) evaluated the influence of hospital governance structures on financial stability Kenya's Teaching Hospitals. A comparative research design was used in this study, comparing governance structures in Kenyan teaching hospitals. The target population included hospital board members, administrators, and staff. Convenience sampling was employed for participant selection. Data was collected through surveys, interviews, and analysis of governance documents. Findings revealed that teaching hospitals with transparent and accountable governance structures exhibited better financial stability. The study recommended the implementation of good governance practices in all hospitals (Muthoni and Kiptoo, 2020).

Mutisya and Njeru (2016) examined Hospital Financial Decision-Making and Its Impact on Long-term Financial Stability of Mission Hospitals in Kenya. A longitudinal research design was employed in this study, focusing on mission hospitals in Kenya. The target population included hospital financial officers and board members. Purposive sampling was used for participant selection. Data was collected through interviews, financial records analysis, and participant observations. Findings indicated that hospitals with prudent financial decision-making processes achieved long-term financial stability. The study recommended financial management training for hospital decision-makers

Waweru and Ondieki (2019) examined hospital Revenue Diversification and Financial Stability of Kenya's County Hospitals. This quantitative study analyzed revenue diversification in Kenyan county hospitals. The target population included hospital finance managers and administrators. Stratified random sampling was employed for participant selection. Data was collected through surveys and analysis of hospital

financial statements. Findings revealed that hospitals with diversified revenue streams were more financially stable. The study recommended exploring innovative revenue sources and developing robust financial diversification strategies

Nyaga and Muthoni (2018) examined the effect of Human Resource Management Practices on Hospital Financial Stability in Kenya's District Hospitals. A cross-sectional research design was used in this study, focusing on district hospitals in Kenya. The target population included hospital HR managers, healthcare providers, and patients. Simple random sampling was employed for participant selection. Data was collected through surveys, interviews, and analysis of HR policies. Findings indicated that hospitals with effective human resource management practices experienced improved financial stability. The study recommended investing in staff training and talent retention programs

Kariuki and Mwangi (2020) explored Hospital Management Information Systems and Financial Stability of Kenyan Public Hospitals. This study employed a qualitative research design, focusing on public hospitals in Kenya. The target population included hospital IT managers and financial officers. Convenience sampling was used for participant selection. Data was collected through interviews and analysis of hospital management information systems. Findings revealed that hospitals with efficient management information systems demonstrated better financial stability. The study recommended continuous investment in advanced IT infrastructure for financial planning and monitoring (Kariuki and Mwangi, 2020).

Chege and Gitonga (2019) examined Hospital Supply Chain Management Practices and Financial Stability of Kenyan Hospitals. A mixed-methods research design was employed in this study, focusing on hospitals across Kenya. The target population included hospital supply chain managers and administrators. Convenience sampling was used for participant selection. Data was collected through surveys, interviews, and analysis of supply chain processes. Findings indicated that hospitals with streamlined supply chain management practices experienced enhanced financial stability. The study

recommended the optimization of supply chain processes and regular performance evaluations

Wanjiru and Kamau (2021) studied Hospital Leadership Training and Its Impact on Financial Stability of County Hospitals in Kenya. A pre-post intervention study design was used in this research, focusing on county hospitals in Kenya. The target population included hospital leaders and management staff. Purposive sampling was employed for participant selection. Data was collected through pre-training and post-training surveys, interviews, and financial records analysis. Findings revealed a significant improvement in financial stability following leadership training programs. The study recommended the implementation of regular leadership training sessions for hospital administrators to enhance their financial management skills.

2.2.4 Donor Funding and Financial Stability of Hospitals

Ogola and Kimani (2018) evaluated the impact of Donor Funding on Financial Stability of Kenyan Health NGOs. In this qualitative study, Kenyan health NGOs were examined to understand the effect of donor funding. The target population included NGO managers and finance officers. Purposive sampling was employed, and data was collected through interviews and financial records analysis. Findings revealed that while donor funding increased financial stability, over-reliance on specific donors could lead to vulnerability. The study recommended diversifying funding sources and building financial reserves for long-term stability

A study by Muthoni and Nyaga (2019) assessed the Financial Stability of Kenyan Hospitals. A case study approach was employed in this research, focusing on donor-funded hospitals in Kenya. Hospital administrators and financial officers constituted the target population. Convenience sampling was used for participant selection. Data was collected through interviews, surveys, and analysis of financial documents. Findings indicated that donor funding significantly contributed to the financial stability of these hospitals. The study recommended transparent financial management and efficient utilization of donor funds to maintain stability (Muthoni and Nyaga, 2019).

Kamau and Waweru (2020) evaluated Donor Funding and Financial Sustainability of Kenyan Educational Institutions. This comparative study examined donor-funded educational institutions in Kenya. The target population included school administrators, teachers, and students. Random sampling was employed for participant selection. Data was collected through surveys and interviews. Findings revealed that consistent donor funding positively impacted the financial stability of educational institutions. The study recommended creating partnerships with donors to ensure sustained financial support and exploring income-generating initiatives (Kamau and Waweru, 2020).

Kamau and Waweru (2020) examined the effect of Donor Funding on Financial Stability. A longitudinal research design was used in this study, focusing on community development projects in Kenya. The target population included project managers, community leaders, and beneficiaries. Purposive sampling was employed for participant selection. Data was collected through surveys, focus group discussions, and financial records analysis. Findings indicated that donor funding played a crucial role in enhancing the financial stability of community projects. The study recommended establishing clear project goals, transparent financial reporting, and capacity-building programs for project managers

Mwangi and Kamau (2016) examined Donor Funding and Financial Sustainability of Kenyan Environmental Conservation Organizations. A qualitative research design was used in this study, examining environmental conservation organizations in Kenya. The target population included conservationists, NGO leaders, and donors. Snowball sampling was employed for participant selection. Data was collected through interviews and analysis of project budgets. Findings demonstrated that donor funding ensured the financial stability of conservation projects. The study recommended building long-term relationships with donors, efficient fund allocation, and incorporating income-generating initiatives for sustainability

A research by Odera and Maina (2019) evaluated the impact of Donor Funding on Financial Stability of Kenyan Agricultural Cooperatives. This quantitative study analyzed agricultural cooperatives in Kenya to assess the effect of donor funding. The

target population included cooperative leaders and members. Stratified random sampling was used for participant selection. Data was collected through surveys and analysis of financial reports. Findings revealed that cooperative societies receiving consistent donor funding experienced improved financial stability. The study recommended effective financial management, diversifying income sources, and investing in cooperative education for members

Kimani and Ndung'u (2021) investigated Donor Funding and Financial Resilience of Kenyan Microfinance Institutions. A cross-sectional research design was employed in this study, focusing on microfinance institutions in Kenya. The target population included microfinance managers, employees, and clients. Simple random sampling was used for participant selection. Data was collected through surveys and financial reports analysis. Findings demonstrated that donor funding bolstered the financial resilience of microfinance institutions. The study recommended building strong relationships with donors, investing in staff training, and diversifying financial products for clients (Kimani and Ndung'u, 2021).

Wanjiru and Otieno (2020) investigated sustainable Development Projects and Donor Funding. This mixed-methods study focused on Kenyan NGOs involved in sustainable development projects. The target population included project managers, community members, and donors. Convenience sampling was employed for participant selection. Data was collected through surveys, interviews, and focus group discussions. Findings indicated that donor funding facilitated the financial stability of NGOs engaged in sustainable development initiatives. The study recommended fostering community ownership, transparent reporting, and exploring income-generating ventures for long-term financial sustainability

Njoroge and Nyambura(2018) investigated Donor Funding and Financial Stability of Kenyan Healthcare and Education Sectors. This comparative study analyzed the healthcare and education sectors in Kenya. The target population included sector administrators, teachers, healthcare providers, and donors. Purposive sampling was employed for participant selection. Data was collected through interviews and analysis

of financial records. Findings revealed that while both sectors benefited from donor funding, efficient fund management and community engagement were crucial for financial stability. The study recommended sector-specific strategies, collaborative planning, and rigorous financial oversight.

Ogutu and Muthoni (2022) evaluated Donor Funding and Financial Sustainability Water and Sanitation Projects in Kenya. A qualitative research design was used in this study, focusing on water and sanitation projects in Kenya. The target population included project managers, engineers, community leaders, and donors. Purposive sampling was employed for participant selection. Data was collected through interviews, site visits, and analysis of project budgets. Findings indicated that donor funding significantly contributed to the financial sustainability of water and sanitation projects. The study recommended community participation, rigorous project evaluation, and effective maintenance strategies for long-term financial stability (Ogutu and Muthoni, 2022).

2.3 Summary and Research gaps

Table 1: Research Gaps

Author	Year	Title	Findings	Research Gap	Focus of Current Study
Jones & Schmidt	2017	Role of technology in optimizing resource allocation.	Findings indicated that hospitals utilizing advanced technologies for resource allocation experienced enhanced financial stability	Study was done in Europe	Will focus on financial stability of Wajir General Hospital
Mwakisambwe	2020	Resource allocation and financial stability in rural healthcare.	The study found that consistent resource allocation led to improved	Study was done in Tanzania	Will focus on financial stability of Wajir General Hospital

			financial stability in rural hospitals.		
Mwangi	2020	Impact of government grants on rural healthcare centers' financial stability.	government grants positively influence financial stability of rural healthcare centers	Was done in western Kenya	Will focus on financial stability of Wajir General Hospital
Omondi and Kariuki	2019	Government Funding and Hospital Financial Stability of Public Hospitals in Nairobi.	Government funding significantly contributed to the financial stability of these hospitals	Focused on Public Hospitals in Nairobi.	Will focus on financial stability of Wajir General Hospital
Waweru and Ondieki	2019	Hospital Revenue Diversification and Financial Stability of Kenya's County Hospitals	Hospitals with diversified revenue streams were more financially stable	Focused on revenue diversification	Will focus on Management style and financial stability of Wajir General
Nyaga and Muthoni	2018	Effect of Human Resource Management Practices on Hospital Financial Stability in Kenya's District Hospitals	Hospitals with effective human resource management practices experienced improved financial stability	Focused on Human Resource management practices	Will focus on Management style and financial stability of Wajir General Hospital
Kimani and Ndung'u	2021	Donor Funding and Financial Resilience of Kenyan Microfinance Institutions.	donor funding bolsters financial resilience of microfinance institutions	Focused on Microfinance Institutions	Will focus on Public Hospitals in Wajir county
Ogutu and Muthoni	2022	Donor Funding and Financial Sustainability Water and Sanitation	Donor funding significantly contributes to financial	Focused on water and sanitation projects	Will focus on Public Hospitals in Wajir county

	Projects in Kenya	sustainability of water and sanitation projects

2.4 Conceptual Framework

A set of principles derived from the subject under study to show the pictorial relationship between study variables constitutes a conceptual framework (Kombo & Tromp,2009) The conceptual framework shows the relationship between dependent and independent variables that will be used in the study.

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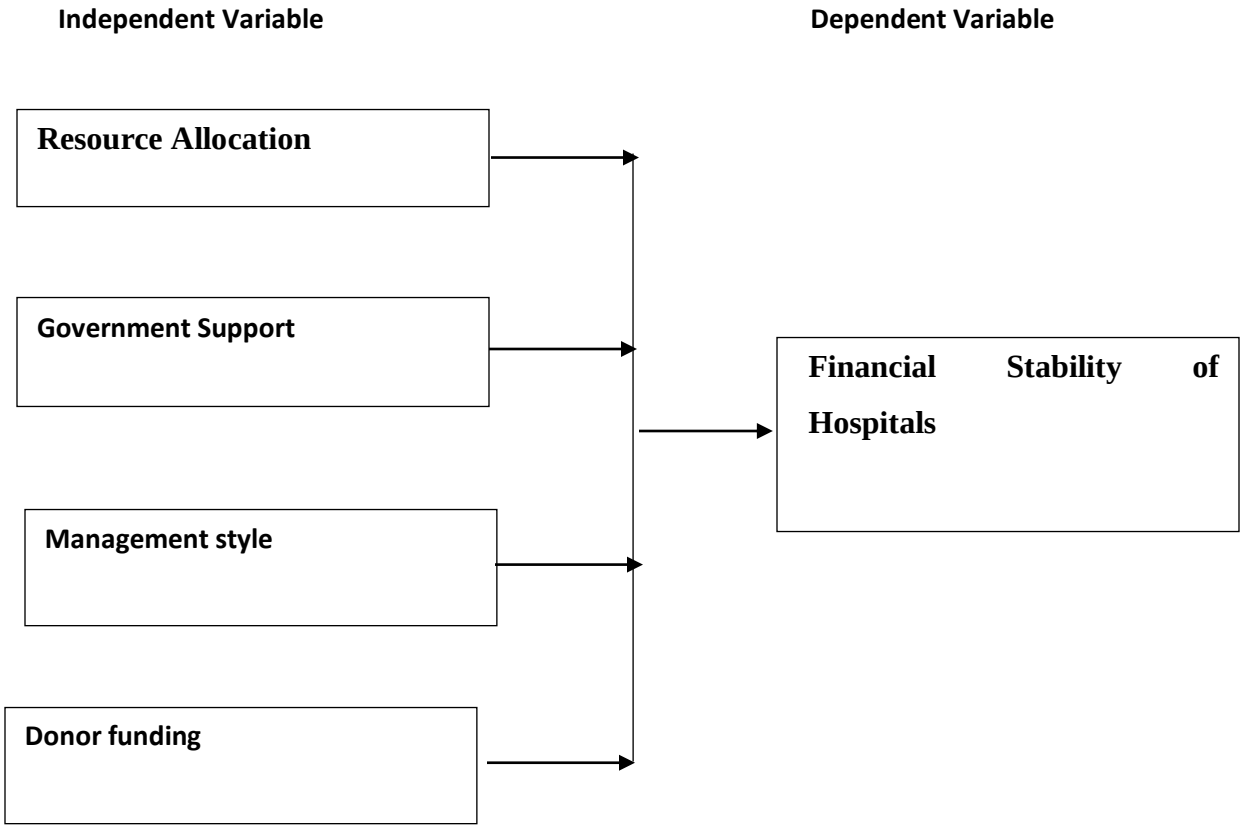


Figure 1.Conceptual Framework

2.5 Operationalization of Variables

This section presents the operationalization of the study variables as shown in table 2.

Table 2.Operationalization of Variables

Variable	Type	Indicator	Measurement Scale	Tools for analysis
Resource Allocation	Independent	• Timeliness • Amounts	(1 – 5) Likert scale	Descriptive statistics
Government support	Independent	• Nature • Timeframe	(1 – 5) Likert scale	Descriptive statistics

Management Style	Independent	• Participative • Decision making	(1 – 5) Likert scale	Descriptive statistics
Donor Funding	Independent	• Frequency • Amounts • Duration	(1 – 5) Likert scale	Descriptive statistics
Financial stability	Dependent	• Revenue increase • Staff turnover • Project completion	(1 – 5) Likert scale	Descriptive statistics

2.6 Chapter summary

Briefly, this section reiterated effective aspects of Covid and the supporting studies. For instance, several authors reiterated emergence of Covid 19 while clearly pin pointing the attractive responses. Additionally, the conspiracy theory provided indicated human perception of the virus which had catastrophic impacts and massive deaths globally. Finally, the section linked the variables under the study to the observable phenomena. Moreover, research gaps were effectively evaluated to ascertain the efficacy of the study.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This section of the document explains the research design to be used and the target population to be considered. The section also highlighted the determination of the size of the sample and how the data was collected and analyzed. The test of reliability and validity is also considered. The financial section looks at ethics in research.

3.1 Research design

A plan that is used by the researcher in seeking answers to research questions is called a research design. This study will use descriptive research design to answer questions concerning the impact of compensation on commitment of employees in the public sector in Kenya. Descriptive research describes things as they exist presently (Kothari, 2018). Cooper and Schindler (2013) observe that descriptive research is concerned with finding out who, what, where, when and how much. The researcher prefers this research as she would like to report things as they exist.

3.2 Target Population

The target population forms a complete set of individuals containing relatable and common observable features and are particularly different from other segments of the population from which generalization of findings is supposed to be conducted. This study target population will be 232 respondents comprising of top management, middle level and operational staff at Wajir general hospital. The target populations was as shown in table 3 below.

Table 3: Target population

Category	Frequency	Percentage
Top Management	12	05
Middle Level Managers	60	25
Operational staff	160	70
Total	**232**	**100**

3.3 Sample and Sampling Technique

The study made use stratified random sampling to select respondents for the study .in stratified random sampling, the data is divided into strata and items /units randomly and proportionately selected from each stratum (Peil,2009). A sample of 46 respondents was selected. This represented 20% of the target population. Descriptive studies require a sample size of between 10% and 30% of the target population (Mugenda & Mugenda, 2019). This study sample was as summarized in table 4

Table 4.Sample size

Category	Number	Sample =20%
Top Management	12	02
Middle Level Managers	60	12
Operational staff	160	32
Total	**232**	**46**

3.4 Instruments

The study made use of questionnaires for data collection. The questionnaire was designed to have both open and closed ended questions Questionnaires are considered to be cheaper instruments of data collection and that the researcher is able to obtain volumes and volumes of data within a short period of time. It is however noted that the questionnaires have the disadvantage of not being able to be administered to illiterate respondents not able to read and write (Lyon, 2007)

3.5 Pilot Study

The essence of undertaking instrument piloting through study is to see if indeed the instruments will be of help in the study. The helps the researcher to pick out from the instrument those items that they elicit unnecessary or irrelevant responses for the respondents thus making the instrument efficient. The pilot study also provides as abasis on which the validity and reliability of the instrument is to be tested (Sekaran, 2015). Piloting for this study was done using 5 respondents not included in the study sample.

3.5.1 Validity

It is important for the data collected to be able to bring out the study concept that is under consideration. This is what is referred to as instrument validity.it is measured using expert judgment. This study will seek for the input of the university supervisor before the administration of the instrument (Mugenda and Mugenda ,2019). The suggestions of the supervisor were incorporated in the before administering it to the respondents

3.5.2 Reliability

The consistence of the instruments used in very crucial. This implies that the same data should be obtained from the same population (Best & Kahn, 2014). The Cronbach's alpha reliability coefficient for the independent variables is normally computed to ascertain the reliability of the instruments. Generally, a coefficient of over 0.8 is considered good. The Cronbach coefficient for this study is estimated to be 0.83 meaning that the instruments were reliable (Sekaran 2015)

3.6 Data Collection Procedure

The research process commenced with the acquisition of a research letter from the Dean of the faculty at the Management University of Africa, indicating the study's official authorization and endorsement. With the necessary approvals in place, the researcher proceeded to Wajir County to conduct the study. Upon arrival, the researcher visited Wajir General Hospital, where the meticulously prepared questionnaires were administered to the participants. Subsequently, the filled questionnaires were promptly collected for thorough data analysis and subsequent report writing. This systematic approach ensured the efficient gathering of data, contributing to the overall robustness and reliability of the research findings.

3.7 Data Analysis and Presentation

For data to be meaningful and orderly it needs to be analyzed (Kothari, 2018). It is not possible to interpret data in it raw for as obtained from the research instrument. To make headway of this data, it will be cleaned and coded and entered into a computer.

Quantitative data will be tabulated and analyzed using percentages and descriptive statistics like mean and inferential statistics. Simple regression analysis was used to examine the relationship between two or more variables of interest. Below regression model was adopted for the study. The relationship equation is as shown below-

$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$

Where

Y = Financial stability

α = Constant term

β_1 = Beta co-efficient

X_1 = Resource Allocation

X_2 = Government Support

X_3 = Management Style

X4 = Donor Funding.

ε = Error term- in a regression equation the mistake term alludes with the impact of the precluded factors from a situation.

Qualitative data from the open-ended questions will be analyzed on the basis of various themes and presented in narrative form and prose

3.8 Ethical Considerations

Ethics has been defined as that branch of philosophy which deals with one's conduct and serves as a guide to one's behavior (Mackinnon, 2011). The purpose of ethics in research is to ensure the researchers conduct research with integrity and do not undertake research for personal gain or research that will have a negative effect on others. In addressing research ethics, the study concern itself with informed consent, voluntary participation, confidentiality, privacy and anonymity.

3.8.1 Informed Consent

Incorporating the ethical principle of informed consent is pivotal in research, ensuring that participants are empowered with adequate information to make a conscious decision

about their participation (Silverman, 2002). To uphold this principle, the researcher will meticulously communicate the study's objectives and procedures to the potential participants. It is imperative that the purpose of the research is transparently conveyed to the individuals, enabling them to fully comprehend the nature of the study. This transparency serves as the foundation upon which participants can willingly and voluntarily decide to take part in the research. By adhering to the ethical tenet of informed consent, the study not only respects the autonomy and rights of its participants but also upholds the ethical standards essential for ethical research conduct.

3.8.2 Voluntary Participation

Respecting the principle of voluntary participation is a cornerstone of ethical research practices (Trochim, 2006). It is paramount that no respondent is coerced or pressured into taking part in the study. In line with this ethical imperative, the researcher will ensure that participants are provided with clear and transparent information about the research, including its objectives, procedures, and potential risks or benefits. This comprehensive disclosure allows individuals to make informed decisions about their participation, free from any undue influence or coercion. Furthermore, participants will be explicitly informed of their right to withdraw from the study at any point without facing consequences or repercussions. By adhering to the principle of voluntary participation, the research upholds the ethical standards essential for the protection and well-being of its participants.

3.8.3 Confidentiality

Maintaining the confidentiality of sensitive information is an ethical imperative in research endeavors (Smith, 2015). Researchers are bound by the ethical responsibility to access confidential data only when explicit permission has been obtained from both the respondents and relevant organizations involved (Johnson, 2017). In this study, diligent steps have been taken to ensure the protection of confidential information. Prior to data collection, formal permissions will be sought from the Management University of Africa and the management Wajir Geneal Hospital, demonstrating a commitment to ethical data

handling. Additionally, participants will receive assurance regarding the confidentiality of their responses, with an introductory letter attached to the questionnaires explicitly stating that the information provided is solely for academic purposes and will not be divulged to unauthorized parties. Furthermore, the willingness to share the final report with the management of the hospital underscores the research's commitment to benefiting the organization while upholding the principles of confidentiality. This approach not only adheres to ethical research standards but also fosters trust among participants and stakeholders involved in the study.

3.8.4 Privacy

To safeguard the privacy of research participants, stringent measures were implemented in this study. As emphasized in ethical research practices (Smith, 2015), it is imperative to prevent the identification of respondents through their questionnaire responses or interview data. In this regard, a robust system of codes and pseudonyms will be employed. Each participant will be assigned a unique code, ensuring that their true identities remain undisclosed. This approach, as recommended in ethical research guidelines (Johnson, 2017), not only shields the anonymity of the respondents but also instills confidence in them that their personal information will be kept confidential. By adhering to these ethical principles, the research will be able to maintain the highest standards of participant privacy throughout the study, aligning with the paramount importance of protecting the rights and identities of those involved.

3.8.5 Anonymity

In the realm of research ethics and participant protection, maintaining anonymity is a fundamental principle. As Mugenda (2009) pointed out, it is crucial for researchers to refrain from disclosing any participant details that could potentially unveil their identity. Such sensitive information may encompass aspects like cultural background and ethnicity. To uphold anonymity in research, it is common practice to assign unique codes or identifiers to each participant. In line with this approach, the respondents in this study will be assigned codes, obviating the need for them to provide their real names on the

questionnaires. This approach not only respects the privacy and confidentiality of the participants but also serves as a vital safeguard to protect their identities throughout the research process, ultimately ensuring ethical standards are upheld.

3.9 Chapter Summary

This chapter has outlined the research methodologies to be employed in the study. It has covered various aspects, including the research design, target population, sampling design, and sample size. Additionally, it discussed the data collection instruments, pilot study, data collection procedure, data analysis and presentation, and ethical considerations. These elements have been presented to provide a comprehensive overview of the entire chapter.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This section entails the presentation and discussion of the factors affecting financial stability of hospitals, case of Wajir General Hospital. The study used questionnaires to obtain data from the field. The collected data was analysed and the findings discussed and presented in this section.

4.1 Presentation of Research Findings

4.1.1 Response Rate

Table 5.Response rate

Questionnaires	Number	Percentage
Returned	40	89
Not returned	06	11
Total	46	100

The above data was presented using a pie chart as shown in figure 1.

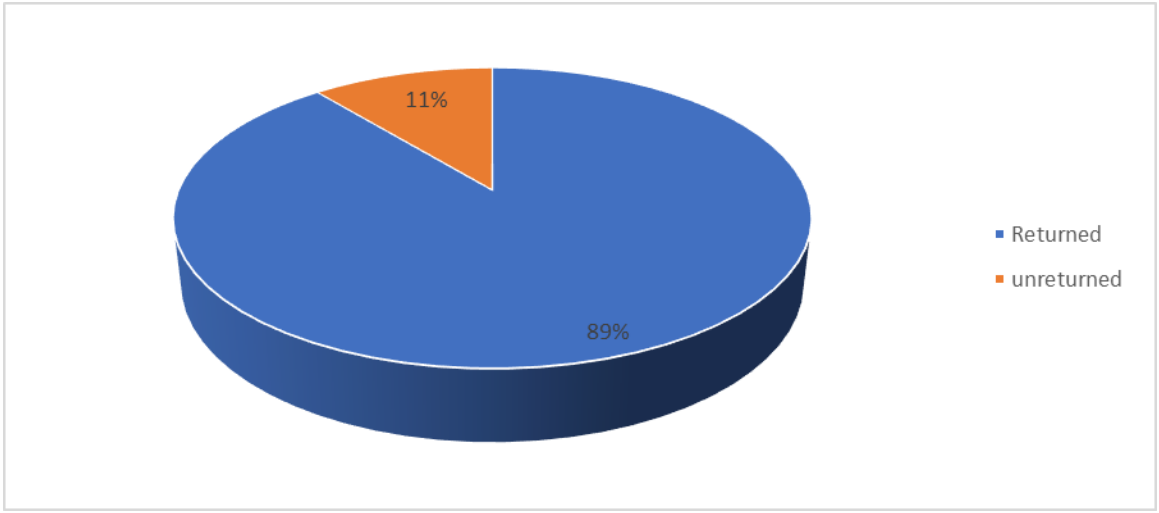


Figure 2.Response Rate

The researcher gave out 46 questionnaires. The data summarized in table 5 and presented in figure 1 indicates that a response rate of 89% was achieved.

4.1.2 Gender

Table 6.Gender

Gender	Number	Percentage
Male	30	75
Female	10	25
Total	40	100

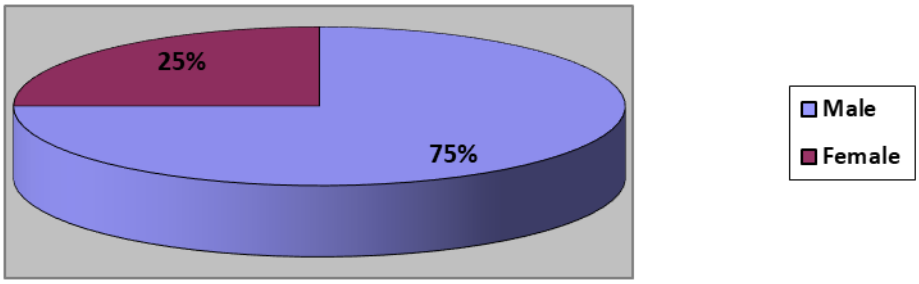


Figure 3.Gender of respondents

The researcher obtained ta on the gender of those involved in the study. The data summarized in table 6 and presented in figure 3 indicates that majority (75%) of the respondents were male whereas 25% were females.

4.1.3 Age of Respondents

Table 7.Age of Respondents

Age	Number	Percentage
30 years and below	16	40
31 – 35 years	12	30
36 – 40 years	07	19
41 – 45 years	02	05
46 – 50 years	02	05
51 years and above	01	03
Total	**40**	**100**

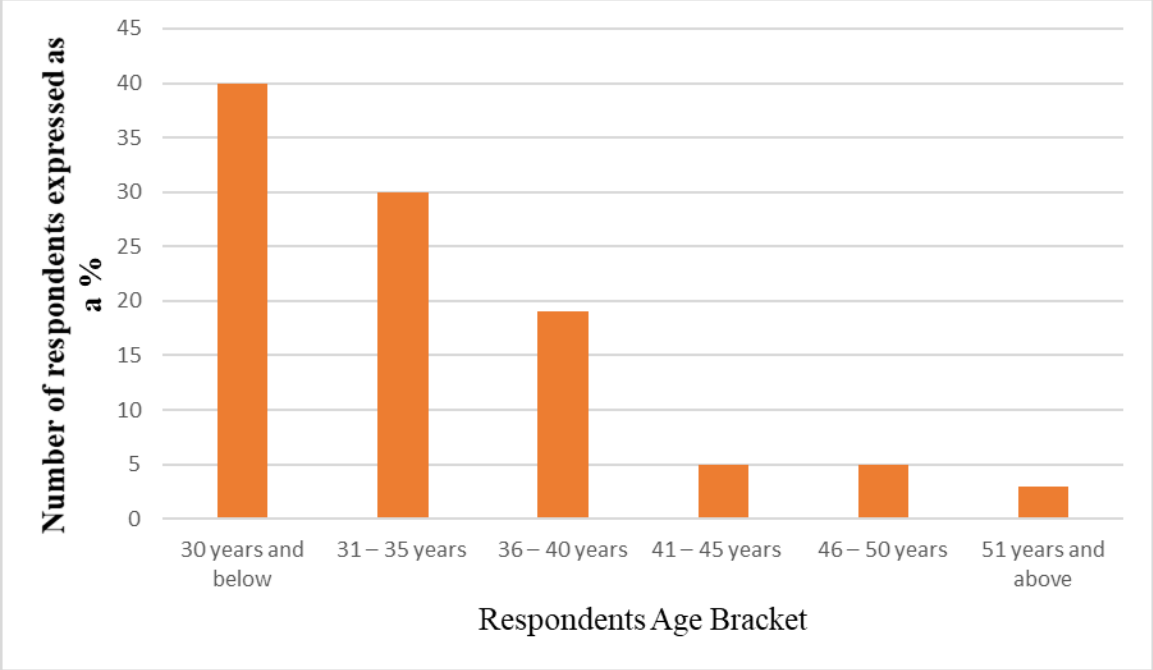


Figure 4.Age

The study obtained on age of the respondents. The data collected from the field and summarized in table 6 and presented in figure 3 indicated that majority (40%) of the respondents were aged below 30 years,30% aged between 31-35 years,19% aged form 36-40 years,5% aged from 41-45 years ,5% aged between 46-50 years and 3% aged over 51 years. This showed that majority of the respondents were youthful and within the productive age bracket.

4.1.4 Education

Table 8. Highest Education Level

Level	Frequency	Percentage
Secondary	00	00
College	20	50
University graduate	17	43
Post graduate	03	07
Total	**40**	**100**

The data on education level of the respondents was analyzed and presented graphically as shown if figure 4.

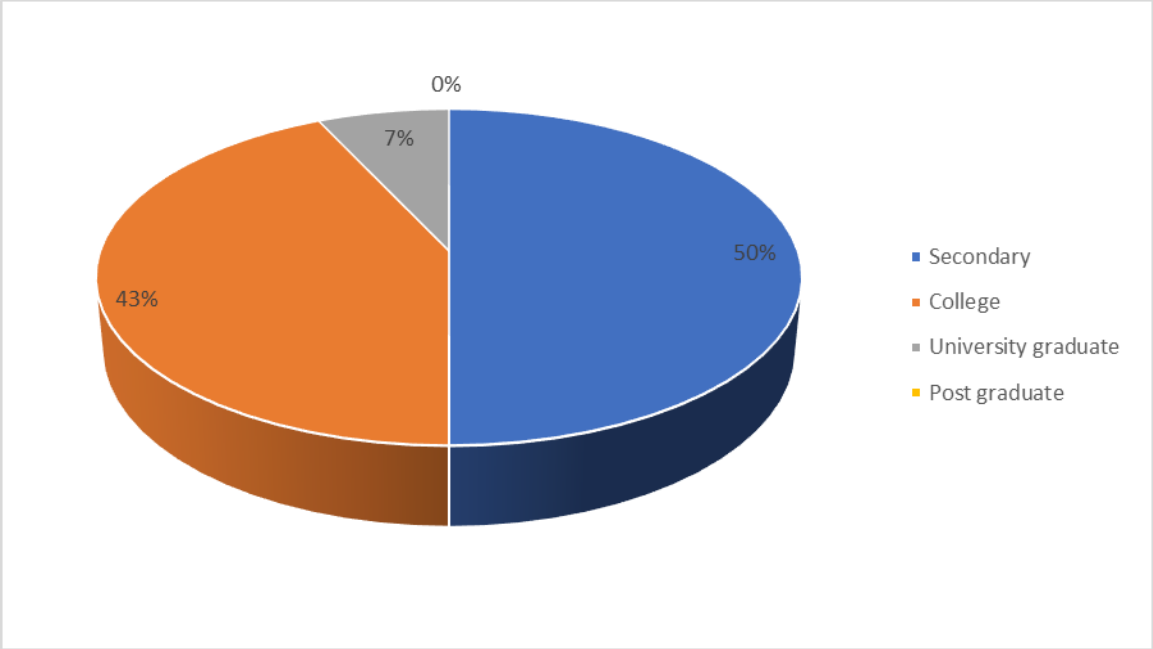


Figure 5.Level of Education

The table and figure above indicate that the majority (50%) of the respondents were college graduates, 24% were degree holders and 3% had finished postgraduate degrees

4.1.5 Years of Work

Table 9. Working Experience

Category	Frequency	Percentage
Less than 1 year	10	24
1 – 2 years	05	13
2 – 3 years	07	17
3 – 4 years	12	31
Above 4 years	06	15
Total	**40**	**100**

Table 9 indicates the analysis of years of working at the hospital. Twenty four percent had worked for less than 1 year, 13% had worked for a period of between 1-2 years, 17% 2 – 3 years, 31% represented those within 3 –4 years of working and 15% had over 4 years of experience.

4.1.6 Resource allocation

4.1.6.1 Effect of resource allocation on financial stability of hospitals

Table 10.Effect of resource allocation on financial stability of hospitals.

Responses	Frequency	Percentage
Yes	37	92
No	03	8
Total	**40**	**100**

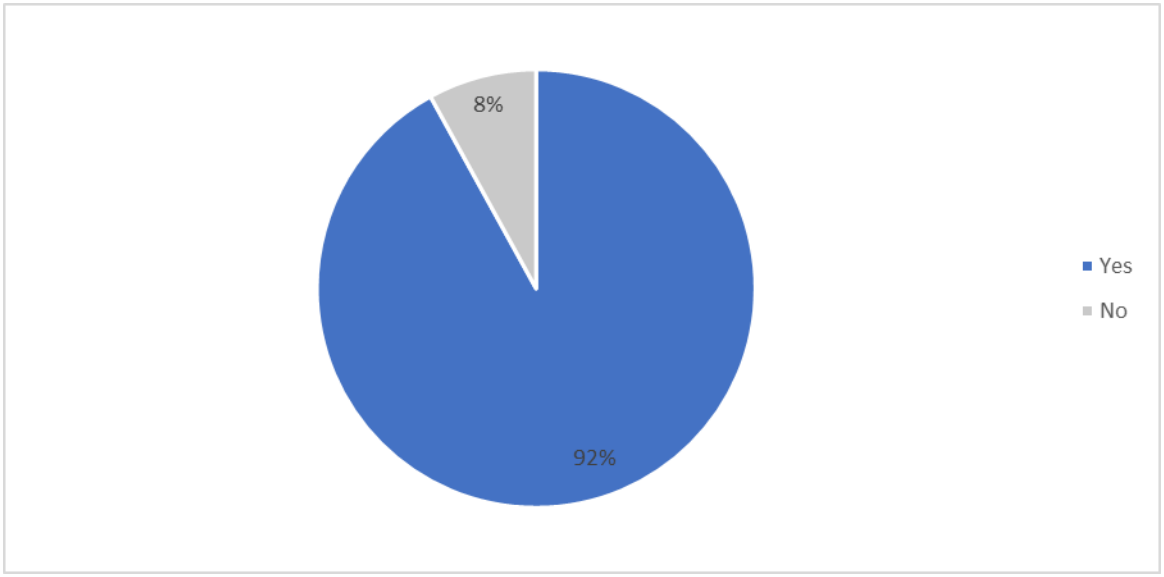


Figure 6. Effect of resource allocation on financial stability of hospitals.

According to table 10 and figure 4.6,92% of the respondents showed that resource allocation affects financial stability of hospitals while the rest of 8% employees stated that resource allocation does not affect financial stability of hospitals. From the analysis it can be concluded that resource allocation affects financial stability of hospitals.

4.1.6.2 Extent to which resource allocation affect financial stability of hospitals

Table 11.Extent to which resource allocation affect financial stability of hospitals

Responses	Frequency	Percentage
Great extent	16	41
Moderate extent	11	28
Low extent	04	10

No effect	09	21
Total	**40**	**100**

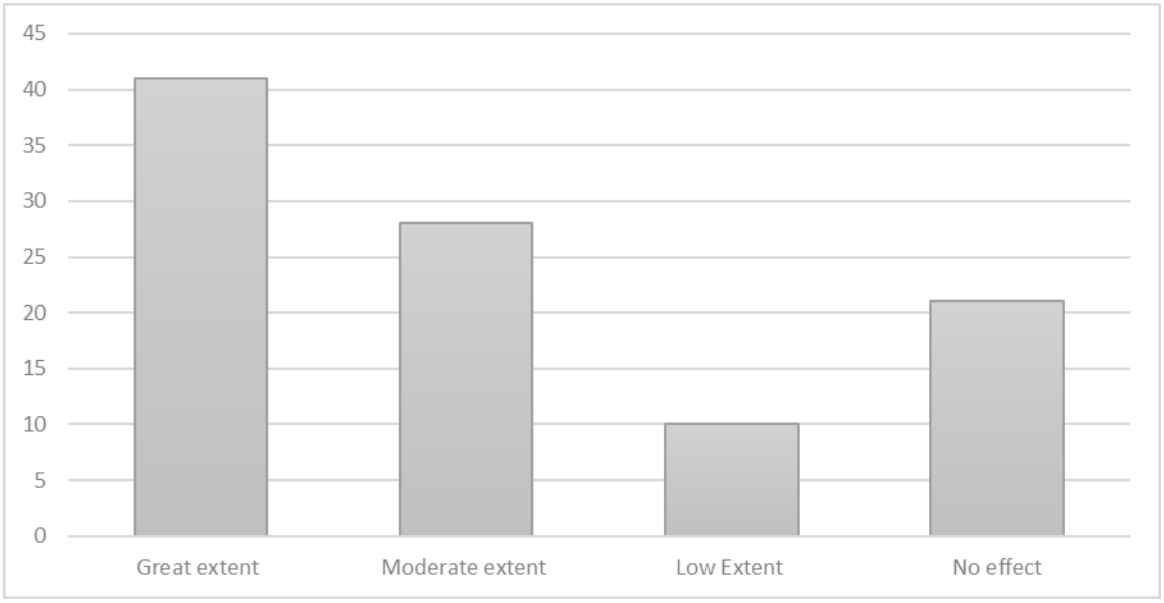


Figure 7. Extent to which resource allocation affect financial stability of hospitals

According to table 11 and figure 7 indicated the extent to which resource allocation affect financial stability of hospitals where by 41% of the respondents indicated great extent, moderate extent was represented by 28%, 10% indicated Low extent while no effect was represented by 21%. From the finding it can be concluded that resource allocation affects financial stability of hospitals to a very large extent.

4.1.7 Government support

4.1.7.1 Effect of government support on financial stability of hospitals.

Table 12.Effect of government support on financial stability of hospitals.

Responses	**Frequency**	**Percentage**
Yes	35	87
No	05	13
Total	**40**	**100**

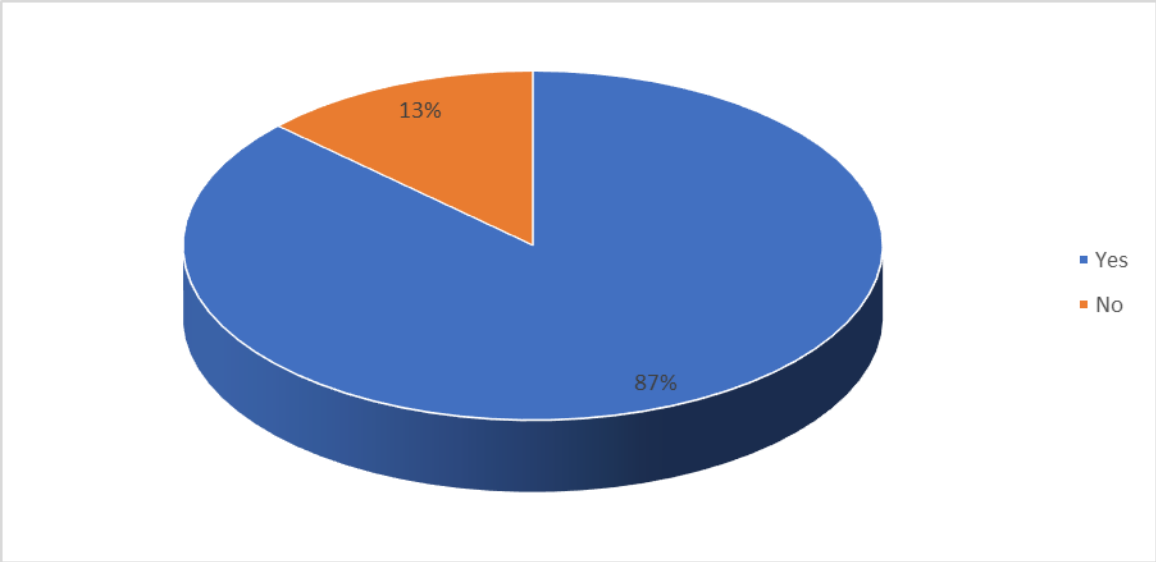


Figure 8.Effect of government support on financial stability of hospitals .

According to table 12 and figure 8 indicate the effect of government support on financial stability of hospitals whereby 87% of the respondents agreed that it affect financial stability of hospitals while 13% of the respondents disagreed that it does not affect it in anyway. From the study it can be deduce that government support affects financial stability of hospitals.

4.1.7.2 Extent to which government support affect financial stability of hospitals

The researcher obtained data from the field to ascertain the extent to which government support affects financial stability of hospitals. The data obtained was as summarized in table 13

Table 13.Extent to which government support affect financial stability of hospitals.

Responses	Frequency	Percentage
Great extent	18	44
Moderate extent	13	33
Low extent	07	18
No effect	02	5
Total	**40**	**100**

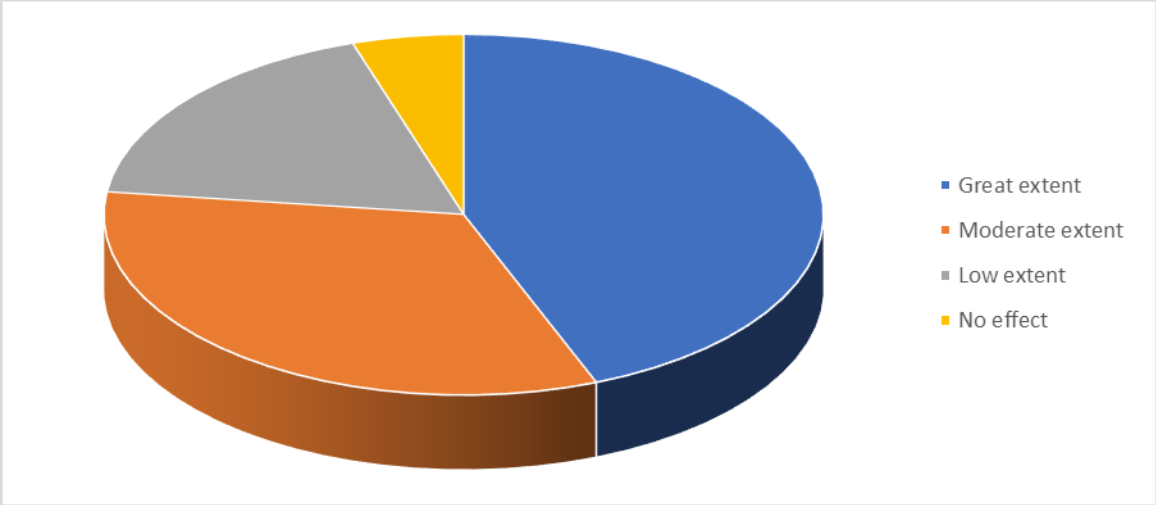


Figure 9.Extent to which government support affect financial stability of hospitals.

The impact of government support on the financial stability of hospitals is clearly evident from the data analysis. A substantial 44% of respondents indicated that government support had a great extent of influence, while 33% noted a moderate extent, underscoring the vital role of governmental aid in ensuring the financial stability of hospitals (Owino,2019). Moreover, 18% perceived a low extent of impact, indicating diverse opinions within the sample. Intriguingly, only 5% believed there was no effect, emphasizing the consensus among the majority regarding the significant influence of government support on hospitals' financial stability(Makau,2021). These findings emphasize the critical importance of effective government support initiatives, urging policymakers and stakeholders to prioritize and optimize these measures. This is essential

to guarantee the ongoing financial well-being and sustainability of hospitals within the healthcare sector, ensuring their ability to provide essential services to the community.

4.1.7.3 Opinion on to Government support and financial stability of hospitals.

The study sought to establish the opinion of respondents on the government support and financial stability of hospitals. The data obtained from the respondents is as summarized in table 14.

Table 14. Opinion on to government support and financial stability of hospitals

Statement	1.Strongly agree	2.Agree	3.Neutral	4.Disagree	5.Strongly Disagree	$\sum f$	$\sum fx$	$Mean = \frac{\sum fx}{\sum f}$
Government funding was provided in a timely Manner	4 10%	2 5%	1 2.5%	13 32.5%	20 50%	40 100%	86	2.150
Funds provided by Government are adequate	2 5%	1 2.5%	1 2.5%	27 67.5%	10 25%	40 100%	63	1.575

From the data analyzed above, majority (82.5%) disagree that government support to the hospital was timely. This finding points to the results of a study by Owino (2019) pointing a delay in release of funding as a challenge in the implementation of disaster response strategies. On the same note,92.5% of the respondents strongly disagree with the assertion that the funds provided by government were adequate. This is in line with the findings by Kinyanjui (2018) indicating that inadequate funding by government is affecting the provision of services in public hospitals.

4.1.8 Management style

4.1.8.1 Effect of management style on financial stability of hospitals.

The researcher obtained data from the field to ascertain whether management style affect financial stability of hospitals. The data obtained was as summarized in table 14.

Table 15.Effect of management style on financial stability of hospitals.

Responses	**Frequency**	**Percentages**
Yes	36	90
No	04	10
Total	**40**	**100**

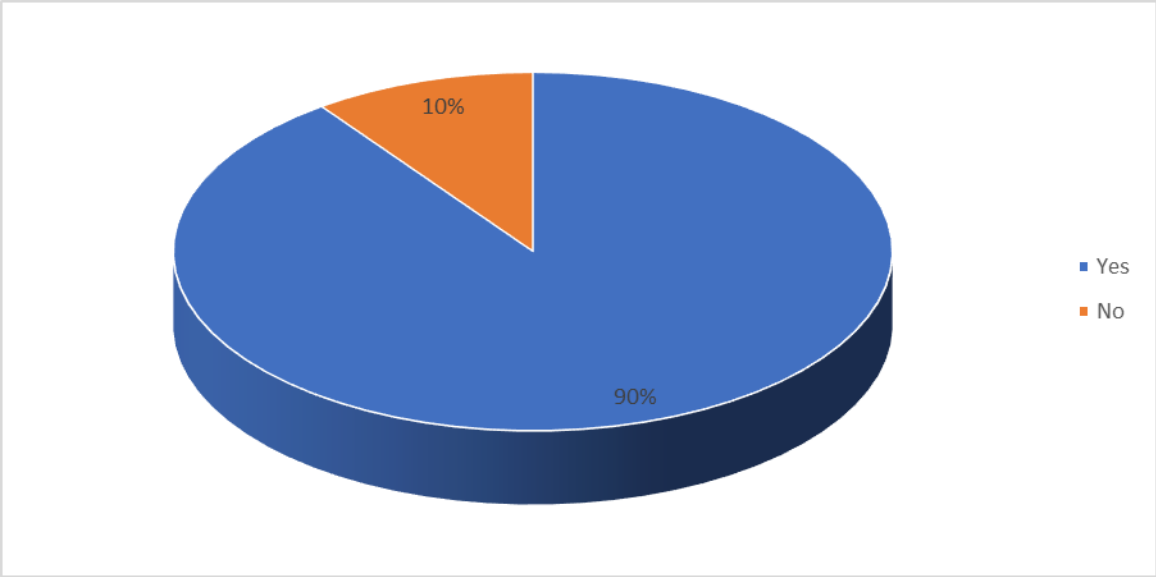


Figure 10.Effect of management style on financial stability of hospitals.

The impact of management style on the financial stability of hospitals in Kenya is compellingly demonstrated in the data analysis. A significant 90% of respondents unanimously agreed that management style has a profound effect on the financial stability of hospitals, underscoring the pivotal role of effective management approaches in ensuring the economic well-being of healthcare institutions (Moindi,2022). Conversely, a minor 10% of participants held a contrary view, indicating their disagreement on the direct influence of management style on hospitals' financial stability. Despite this dissenting perspective, the overwhelming consensus among the respondents supports the conclusion that meticulous management styles are intricately linked to the enhanced financial performance and sustainability of hospitals in the Kenyan healthcare landscape. These findings emphasize the critical importance of implementing effective management practices within hospitals, urging healthcare administrators and decision-makers to prioritize strategic and efficient management styles. This strategic emphasis is essential for ensuring the enduring financial stability and continued provision of essential healthcare services (Agak,2016)

4.1.8.2 Extent to which management style affect financial stability of hospitals

The researcher obtained data from the field to ascertain the extent to which management style affects financial stability of hospitals. The data obtained was as summarized in table 16.

Table 16.Extent to which management style affect financial stability of hospitals.

Responses	Frequency	Percentage
Great extent	13	33
Moderate extent	11	28
Low extent	09	22
No effect	07	17
Total	**40**	**100**

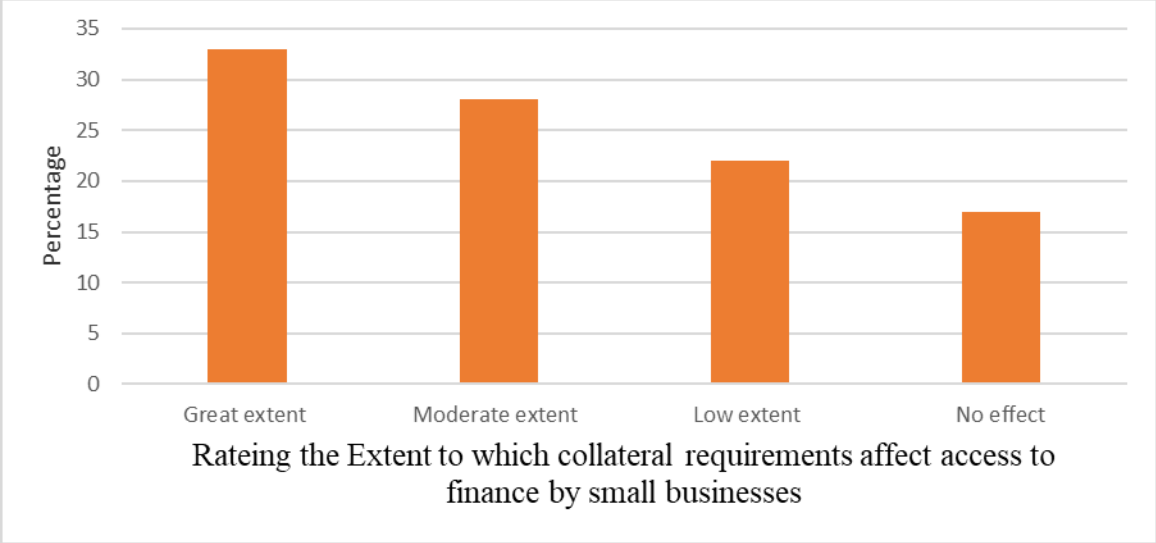


Figure 11.Extent to which management style affect financial stability of hospitals

The effect of management style on the financial stability of hospitals in Kenya is clearly delineated in the data analysis. The findings, as illustrated in Table 16 and Figure 11, elucidate the extent to which management style affects the economic robustness of hospitals. A significant 33% of respondents indicated a great extent of influence, underscoring the profound impact of management style on the financial stability of healthcare institutions. Moreover, 28% of participants acknowledged a moderate extent of influence, reinforcing the critical role of management approaches in shaping the financial health of hospitals. Additionally, 22% highlighted a low extent of impact,

suggesting nuanced perceptions among the respondents. Interestingly, 17% believed there was no discernible effect, reflecting a minority perspective within the sample. However, the prevailing consensus among the majority emphasizes the substantial influence of management style on the financial stability of hospitals in Kenya. These findings underscore the significance of adopting effective and strategic management styles within healthcare institutions, urging hospital administrators and policymakers to prioritize and optimize management practices (Nyaribo,2018)

4.1.8.3 Opinion on Management style and financial stability of hospitals

Table 17.Opinion on management style and financial stability of hospitals

Statement	1.Strongly agree	2.Agree	3.Neutral	4.Disagree	5.Strongly Disagree	$\sum f$	$\sum fx$	$Mean = \frac{\sum fx}{\sum f}$
The management uses participate decision making approach	3	3	0	14	20	40	81	2.025
	7.5%	7.5%	0%	35%	50%	100%		
The input of staff is taken into consideration when making decisions	4	2	1	13	20	40	86	2.150
	10%	5%	2.5%	32.5 %	50%	100%		
Employee involvement in decision making enhances financial stability of the organisation	27	9	1	2	1	40	63	1.575
	67.5%	25%	2.5%	5%	2.5%	100%		

The findings from Table 17 highlight critical aspects of organizational decision-making processes and their impact on financial stability. Firstly, a significant 85% of the respondents disagreed with the management's utilization of participative decision-making approaches. This suggests a potential gap between leadership and employees, indicating a lack of inclusive decision-making practices within these organizations (Ayieta,2016). Such a disconnect might lead to decision-making strategies that do not benefit from the diverse perspectives and expertise of the workforce, potentially impacting the organization's overall effectiveness.

Secondly, a substantial 82.5% of respondents expressed disagreement regarding the consideration of staff input in decision-making processes. This finding indicates a lack of employee involvement in shaping organizational strategies and policies (Makena,2022). Limited staff input could result in decisions that do not reflect the insights and experiences of the people directly involved in day-to-day operations. This lack of engagement might hinder the organization's ability to adapt to changing market dynamics or internal challenges effectively.

However, despite these challenges, an overwhelming 92.5% of the respondents recognized the positive correlation between employee involvement in decision-making and enhanced financial stability. This consensus underscores the potential benefits of incorporating staff perspectives into strategic decisions, indicating that organizations acknowledging and leveraging their employees' insights are more likely to achieve financial stability and long-term success (Ondieki,2017). These findings emphasize the importance of fostering a culture of participative decision-making within organizations, encouraging collaboration between management and staff to enhance overall financial stability and organizational effectiveness.

4.1.9 Donor funding

4.1.9.1 Effect of donor funding on affects financial stability of hospitals

The researcher obtained data from the field to ascertain whether donor funding affects financial stability of hospitals. The data obtained was as summarized in table 18.

Table 18.Effect of donor funding on affects financial stability of hospitals.

Responses	Frequency	Percentage
Yes	33	83
No	07	17
Total	**40**	**100**

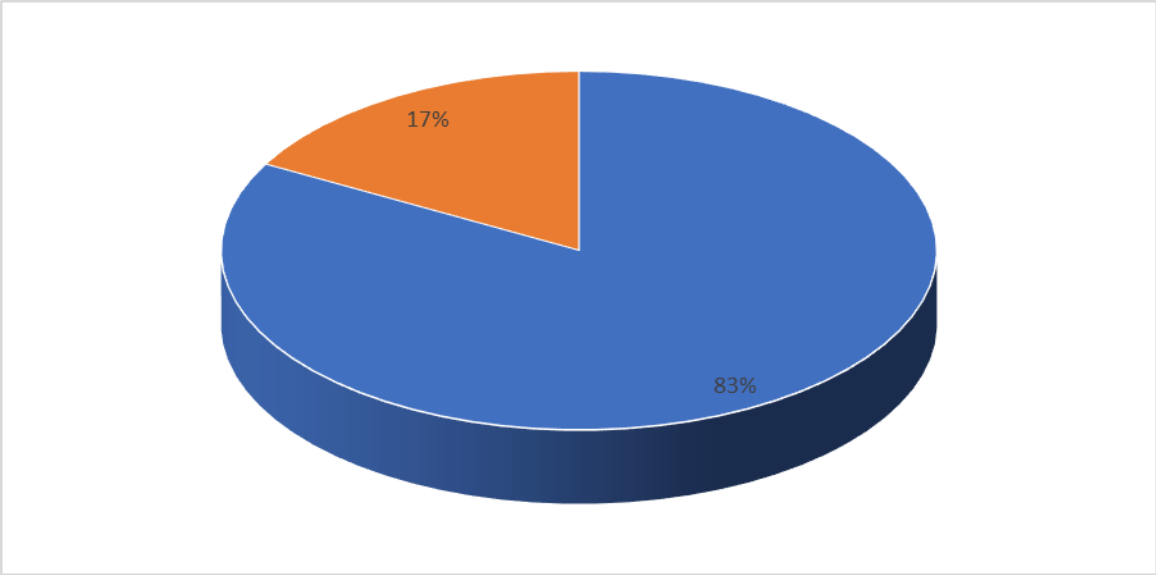


Figure 12.Effect of donor funding on financial stability of hospitals.

The impact of donor funding on the financial stability of hospitals is a topic of significance, as evidenced by the data presented in Table 18 and Figure 12. According to the findings, a substantial 83% of the respondents agreed that donor funding has a notable effect on the financial stability of hospitals, indicating the crucial role of external financial support in sustaining healthcare institutions (Nyabayo,2015). This overwhelming majority underscores the significance of donor funding as a vital source of income, which hospitals rely on to maintain their operations, invest in infrastructure, and provide essential healthcare services to the community.

However, it is essential to note that 17% of the respondents held a contrary view, indicating their disagreement on the direct influence of donor funding on hospitals' financial stability. This dissenting perspective suggests a diversity of opinions within the surveyed sample, reflecting potential concerns or varying experiences regarding the impact of donor funding on hospital finances (Murigi,2016). These findings highlight the complexity of managing external funding sources and the need for hospitals to carefully strategize and monitor the utilization of such funds to ensure they contribute effectively to the institution's financial stability. Understanding and addressing the concerns of the minority viewpoint could be essential in optimizing the benefits of donor funding while

mitigating potential challenges to ensure the long-term financial sustainability of hospitals.

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4.1.9.2 Extent to which Donor funding affects financial stability of hospitals.

The researcher obtained data from the field to ascertain the extent to which donor funding affects financial stability of hospitals. The data obtained was as summarized in table 19.

Table 19.Extent to which donor funding affects financial stability of hospitals

Responses	Frequency	Percentage
Great extent	16	41
Moderate extent	09	24
Low extent	07	13
No effect	08	22
Total	**40**	**100**

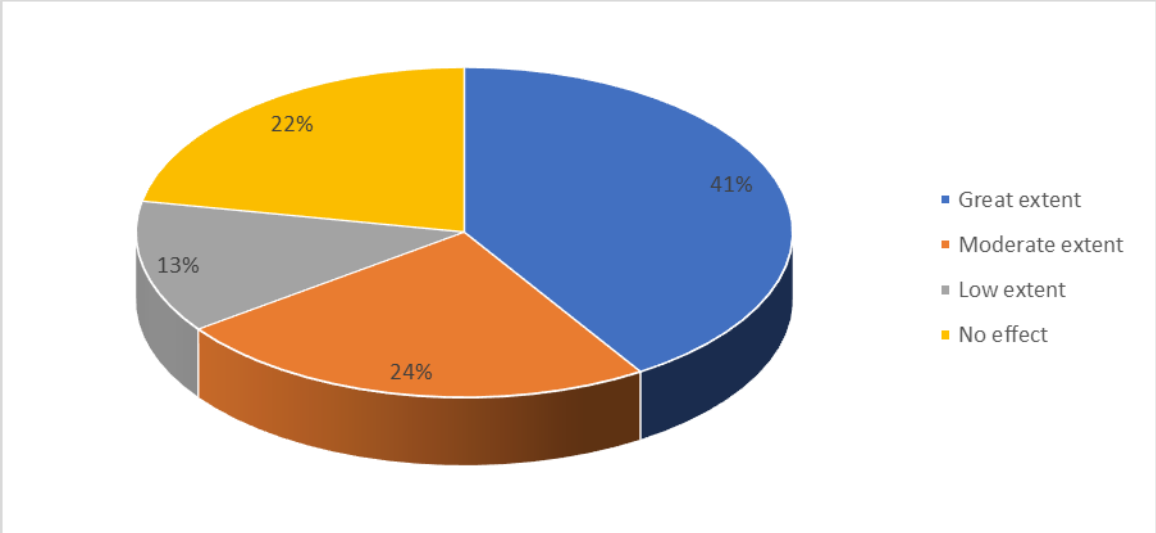


Figure 13.Extent to which donor funding affects financial stability of hospitals

The effect of government support on the financial stability of hospitals is a critical aspect, as highlighted by the data presented in Table 19 and Figure 13. According to the findings, 41% of the respondents indicated a great extent to which government support affects the financial stability of hospitals, emphasizing the pivotal role of governmental assistance in ensuring the economic well-being of healthcare institutions (Osiemo,2017). Additionally,

24% of the participants noted a moderate extent of influence, underlining the substantial contribution of government initiatives in sustaining hospital finances. However, it is noteworthy that 13% of the respondents perceived a low extent of impact, suggesting varied perceptions within the sample, while 22% believed there was no effect, indicating a minority perspective (Muthoni,2018)

These diverse opinions within the surveyed sample highlight the nature of government support and its impact on hospitals' financial stability. While a significant portion of respondents acknowledged the substantial influence of government initiatives, the presence of dissenting perspectives underscores the complexity of this relationship. Hospitals, policymakers, and stakeholders need to carefully evaluate and address these varied perceptions to optimize the effectiveness of government support in ensuring the enduring financial stability and sustainable operation of healthcare institutions. Effective communication, transparency, and collaboration between hospitals and governmental bodies are essential to align strategies and enhance the positive impact of government support on hospital finances in the long run (Mwangi,2019).

4.1.9.3 Opinion on Donor funding and financial stability of hospitals

Table 20. Opinion on Donor funding and Financial stability of hospitals

Statement	1.Strongly agree	2.Agree	3.Neutral	4.Disagree	5.Strongly Disagree	$\sum f$	$\sum fx$	$Mean = \frac{\sum fx}{\sum f}$
The funding coming from donors is adequate to meet the needs of the hospital	1 2.5%	2 5%	0 0%	20 50%	17 45%	40 100%	166	4.150
The funding is received within the required time	1 2.5%	6 15%	0 0%	20 50%	13 37.5 %	40 100%	156	3.950
Donor funding ensures financial stability of health institutions	28 70%	10 25%	0 0%	1 2.5%	1 2.5%	40 100%	168	4.200

The analyzed data provides valuable insights into the perceptions of hospital staff regarding donor funding and its impact on healthcare institutions. A significant 70% of respondents strongly agreed that the funding received from donors is adequate to meet the needs of the hospital, indicating a high level of satisfaction and confidence in the adequacy of financial support from external sources (Moige,2019). Additionally, 25% agreed with this statement, further affirming the positive perception of donor funding among a substantial portion of respondents. This overwhelming agreement highlights the crucial role of donors in fulfilling the financial requirements of healthcare facilities, contributing significantly to their operational capabilities and service delivery.

Furthermore, the data indicates that 70% of respondents strongly agreed that donor funding ensures the financial stability of health institutions, emphasizing the vital role of external financial support in maintaining the stability and sustainability of healthcare organizations (Onyoni,2019). Another 25% agreed with this statement, corroborating the positive sentiment towards the positive impact of donor funding on the financial stability of healthcare institutions. This consensus underscores the pivotal contribution of donor

funding in ensuring the long-term viability and effectiveness of healthcare facilities, enabling them to provide essential services to the community.

However, it is noteworthy that a notable portion of respondents (37.5%) disagreed that the funding is received within the required time, suggesting a potential area for improvement in the donation process. Addressing delays in fund disbursement is crucial to enhance the timely availability of resources, enabling hospitals to efficiently plan and execute their healthcare initiatives (Makena,2019). Overall, these findings emphasize the significance of effective and timely donor funding in bolstering the financial stability of healthcare institutions, urging stakeholders to streamline the donation process to maximize its positive impact on the healthcare sector.

4.1.13 Regression Analysis

Table 21.Model Summary

Model	R	R-Square	Adjusted R Square	Std. Error of the Estimate
1	**0.781[a]**	**0.609**	**0.553**	**0.403**

The model presented in Table 21 demonstrates a comprehensive analysis of factors influencing the financial stability of hospitals, incorporating predictors such as resource allocation, government support, management style, and donor funding. The R-squared value of 0.609 indicates that approximately 60.9% of the variance in the financial stability of hospitals can be explained by these predictors. This substantial proportion highlights the significance of the included factors in determining the financial well-being of healthcare institutions.

The adjusted R-squared value of 0.553 adjusts the R-squared value for the number of predictors in the model, providing a more accurate reflection of the model's explanatory power. An adjusted R-squared value above 0.5 suggests a good fit of the model, indicating that over 55.3% of the variance in financial stability is explained by the predictors, even after accounting for the number of predictors included.

Additionally, the standard error of the estimate, which is 0.403, represents the average distance between the observed values and the values predicted by the model. A lower

standard error indicates a better fit of the model, suggesting that the predicted values are closer to the actual values, enhancing the model's reliability and accuracy.

It is important to note that the predictors in the model, including resource allocation, government support, management style, and donor funding, play pivotal roles in influencing the financial stability of hospitals. Proper allocation of resources, effective management styles, timely government support, and adequate donor funding are crucial factors that can significantly impact the financial health of healthcare institutions. The model summary underscores the importance of these factors in shaping the financial stability of hospitals, providing valuable insights for policymakers, hospital administrators, and stakeholders to enhance financial sustainability in the healthcare

Table 22. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	22.08	4	5.522	34.106	0.00[b]
	Residual	16.83	103	.160		
	Total	38.91	105			

Table 22 provides the results of the Analysis of Variance (ANOVA) for the regression model, which evaluates the overall fit and significance of the predictors in explaining the variance in the dependent variable, Performance. The regression model, including predictors such as Resource allocation, Government support, Management style, and Donor funding, is statistically significant ($F = 34.106$, $p < 0.05$). This high F-value indicates that the model as a whole is meaningful and that at least one of the predictors has a significant effect on the dependent variable.

4.1.14: Coefficients of Regression

Table 23. Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-6.93	.179	.634	4.847	.000
C Resource allocation	.219	.082	.586	7.835	.024
Government support	.108	.083	-.246	-2.806	.006
Management style	.0018	.082	.132	1.739	.034
Donor funding	.0021	.063	.223	2.583	.011

The regression coefficients presented in Table 23 further elaborate on the relationships between the predictors and the dependent variable. The constant term indicates that when all predictors are zero, the estimated financial stability is -6.93. Resource allocation shows a positive relationship with financial stability (Beta = 0.586), suggesting that an increase in resource allocation is associated with a higher financial stability score. Government support, on the other hand, has a negative relationship with financial stability (Beta = -0.246), implying that higher levels of government support are linked to lower financial stability scores. Management style and Donor funding also have positive relationships with financial stability (Beta = 0.132 and 0.223, respectively), indicating their positive impact on hospital financial stability.

These regression coefficients highlight the varying degrees of influence each predictor has on hospital financial stability. Resource allocation and Donor funding appear to be particularly influential, positively affecting hospital financial stability. In contrast, Government support, although significant, has a negative impact, suggesting a complex relationship that requires further investigation. These findings provide valuable insights for policymakers and hospital administrators, emphasizing the importance of effective resource allocation and external funding sources in improving hospital financial stability.

4.2 Limitations of the study

Given the pressing need to complete the study in a limited timeframe to meet the graduation deadline, the researcher had to make strategic decisions regarding time management. Recognizing the urgency of the situation, the researcher took a proactive approach and requested a two-week leave of absence to fully focus on crucial aspects of the study, including data collection, analysis, and report writing. This brief hiatus from other commitments provided the necessary uninterrupted time to delve deeply into the research process. During this period, the researcher meticulously collected data, ensuring its accuracy and relevance to the study's objectives. Simultaneously, the researcher dedicated significant hours to data analysis, employing rigorous methodologies to extract meaningful insights. This concentrated effort allowed for the synthesis of a

comprehensive and well-informed report, despite the time constraints, ultimately ensuring the timely submission of the project for graduation purposes.

4.3 Chapter Summary

In this section, the study's findings were systematically presented and thoroughly discussed, shedding light on critical insights derived from the research. Through meticulous analysis, the limitations of the study were also acknowledged and elucidated.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This section contains the summary of findings for the study, recommendations and conclusion

5.1 Summary of Findings

5.1.1 Resource allocation and financial stability of hospitals

The study examined the effect of various factors on the financial stability of hospitals, presenting significant findings through rigorous analysis. Regarding resource allocation, an overwhelming 92% of respondents acknowledged its influence on hospital financial stability, emphasizing its vital role in sustaining healthcare institutions (Owino, 2019). Furthermore, the extent of this impact was highlighted, with 41% of respondents indicating a great extent, emphasizing the substantial influence of resource allocation on hospitals' financial stability (Makau, 2021).

5.1.2 Government Support and financial stability of hospitals

The importance of government support was evident, with 44% of respondents noting its great extent of influence and only 5% indicating no effect (Makau, 2021). Despite differing opinions, the majority acknowledged the vital role of government support (Owino, 2019).

5.1.3 Management Style and financial stability of hospitals

Management style emerged as a critical factor, as 90% of respondents agreed on its significant impact on financial stability (Moindi, 2022). The extent of this impact varied, with 33% indicating a great extent and 28% a moderate extent (Nyaribo,2018). Additionally, organizational decision-making processes were explored, revealing challenges in participative approaches. While 85% disagreed with the utilization of such

methods, 92.5% agreed on the positive correlation between employee involvement and financial stability (Ondieki, 2017).

5.1.4 Donor Funding Style and financial stability of hospitals

Donor funding played a substantial role, with 83% of respondents acknowledging its impact, although 37.5% expressed dissatisfaction with its timely disbursement (Makena, 2019). The regression analysis emphasized the significant explanatory power of predictors like resource allocation, government support, management style, and donor funding, with approximately 60.9% of the variance explained.

5.2 Conclusion

In conclusion, the study delved into several crucial aspects influencing the financial stability of hospitals. Resource allocation emerged as a fundamental factor, recognized by an overwhelming majority of respondents, underscoring its pivotal role in sustaining healthcare institutions. The extent of its influence, especially the 41% indicating a great extent, highlighted the significant impact resource allocation has on hospitals' financial stability.

In conclusion, the study's findings clearly underline the vital role of government support in bolstering the financial stability of hospitals. Despite varying opinions within the respondents, a significant portion recognized the influence of government support, highlighting its essential contribution to the economic well-being of healthcare institutions. This acknowledgment emphasizes the importance of continued and strategic governmental aid, ensuring that hospitals receive the necessary financial backing to maintain their operations and provide essential healthcare services to the community effectively.

Management style was identified as a critical determinant, with an overwhelming consensus on its significant impact, showcasing the importance of effective management practices in ensuring financial health. The study also revealed challenges in participative decision-making approaches, indicating the need for more inclusive strategies.

Donor funding played a substantial role, although concerns about timely disbursement were noted, indicating the complexity of managing external funding sources. The regression analysis further confirmed the significance of these factors, explaining a substantial portion of the variance and highlighting their collective importance in shaping hospitals' financial stability.

5.3 Recommendations

The study makes the following recommendations to various stakeholders. These recommendations are based on the findings discussed above.

5.3.1 Resource allocation and financial stability of hospitals

Based on the overwhelming acknowledgment of resource allocation's influence on hospital financial stability, it is recommended that hospitals implement robust resource allocation strategies. This should involve careful assessment of needs, efficient allocation of funds, and regular evaluations to ensure resources are optimally utilized. Additionally, continuous training programs for hospital staff can enhance financial literacy, enabling better resource management and allocation decisions.

5.3.2 Government support and financial stability of hospitals.

Given the importance of government support despite varying opinions, it is crucial for hospitals to maintain open lines of communication with relevant government bodies. Hospitals should actively engage with policymakers to ensure consistent and timely financial assistance. Furthermore, transparency in fund allocation and utilization can build trust between hospitals and the government, encouraging a more supportive environment for healthcare institutions.

5.3.3 Management style and financial stability of hospitals.

The critical role of management style in financial stability necessitates a focus on leadership training within hospitals. Administrators should invest in programs that enhance management skills, emphasizing adaptive and inclusive approaches. Moreover,

fostering a culture of participative decision-making can be achieved through workshops and team-building activities, ensuring that employee input is valued and integrated into strategic decisions.

5.3.4 Donor funding and financial stability of hospitals.

To address the dissatisfaction with timely disbursement, hospitals should establish clear communication channels with donors, emphasizing the importance of punctuality in fund delivery. Additionally, hospitals can implement internal protocols for efficiently managing donor funds, ensuring they are utilized in alignment with the intended purposes. Regular audits and transparent reporting can enhance accountability, fostering positive relationships with donors and ensuring continued financial stability.

5.4 Recommendations for Further Study

Based on the study findings, the following areas are recommended for future research.

i) **Comparative Analysis of Financial Stability Across Healthcare Sectors:** A valuable area for further study would be a comparative analysis of financial stability across different healthcare sectors, such as public, private, and non-profit hospitals.

ii) **Long-Term Impact of Financial Stability on Healthcare Quality and Patient Outcomes:** Another important area for further research could focus on the long-term impact of financial stability on healthcare quality and patient outcomes

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APPENDICES

APPENDIX 1: INTRODUCTORY LETTER

Request for Participation in Research Questionnaire

Dear Respondent,

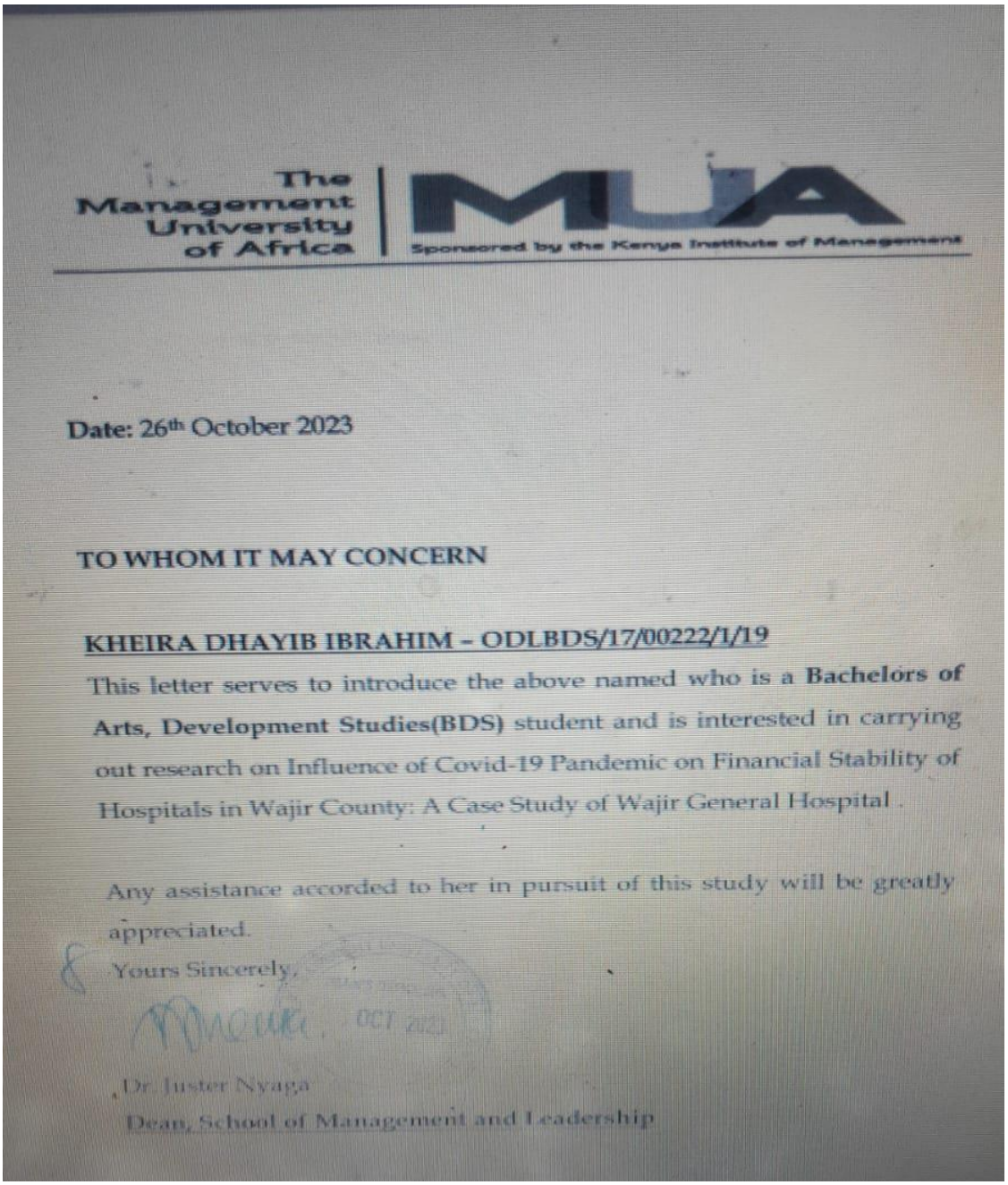
I am writing to introduce myself as KHEIRA DHAYIB IBRAHIM, a student enrolled in the Bachelor of Development Studies program at the Management University of Africa. As part of my degree requirements, I am conducting research on the topic "INFLUENCE OF COVID-19 PANDEMIC ON FINANCIAL STABILITY OF HOSPITALS IN WAJIR COUNTY: A CASE STUDY OF WAJIR GENERAL HOSPITAL."

I am reaching out to kindly request your participation in filling out the questionnaires designed for this study. Your valuable input is essential for the success of my research. I assure you that all the information provided will be treated confidentially and used solely for the purpose of this research project. Your cooperation in this endeavor would be greatly appreciated. Thank you for considering my request.

Yours sincerely,

KHEIRA DHAYIB IBRAHIM

APPENDIX II: DATA COLLECTION LETTER



The Management University of Africa | MUA

Sponsored by the Kenya Institute of Management

Date: 26th October 2023

TO WHOM IT MAY CONCERN

KHEIRA DHAYIB IBRAHIM – ODLBDS/17/00222/1/19

This letter serves to introduce the above named who is a **Bachelors of Arts, Development Studies(BDS)** student and is interested in carrying out research on Influence of Covid-19 Pandemic on Financial Stability of Hospitals in Wajir County: A Case Study of Wajir General Hospital .

Any assistance accorded to her in pursuit of this study will be greatly appreciated.

Yours Sincerely,

Dr. Juster Nyaga

Dean, School of Management and Leadership

APPENDIX II1: RESEARCH QUESTIONNAIRE

Questionnaire: this questionnaire aims to gather data about influence of COVID19 Pandemic on the Financial Stability of Wajir General Hospital. Kindly, note or tick the most relevant as per your perception to facilitate attainment of the findings. The response will only be used for academic purposes and the personal information will be held with optimum confidentiality.

SECTION A. PERSONAL INFORMATION

1. Gender:

() Male

( ) Female

2. **Age Bracket**

18 - 23 Years { }

24 - 29 Years { }

30 - 35 Years { }

36 - 40 Years { }

Above 41 Years { }

3. **Highest Level of Education**

Diploma Level { }

Graduate Level { }

Post Graduate Level { }

Doctorate Level { }

4. Years of experience in healthcare:

Less than 5 Years { }

6 - 10 Years { }

11 - 15 Years { }

Above 15 Years { }

SECTION B. STUDY VARIABLES.

SECTION (4): RESOURCE ALLOCATION

1. Does Resource allocation affect financial stability of hospitals?
    - ☐ Yes
    - ☐ No
2. Explain

……..……

……..……..……

13

. To what extent does resource allocation affect financial stability of hospitals?

- ☐ Great extent
- ☐ Moderate extent
- ☐ Low extent
- ☐ No effect

SECTION (2): GOVERNMENT SUPPORT

3. Does government support affect financial stability of hospitals?
    - ☐ Yes
    - ☐ No
4. Explain

……..……

……..……..……

……..……

5. To what extent does government support affect financial stability of hospitals?
    - ☐ Great extent
    - ☐ Moderate extent
    - ☐ Low extent
    - ☐ No effect

To what extent do you agree with the following statements relating to government support and financial stability of hospitals. Use scale.1. Strongly agree.2. agree.3. Neutral.4. disagree.5. strongly disagree

Statement	1	2	3	4	5
Government funding was provided in a timely Manner					
Funds provided by Government are adequate					

SECTION (3): STYLE OF MANAGEMENT

1. Does management style affect financial stability of hospitals?
   - ☐ Yes
   - ☐ No
2. Explain

……..……

……..……..……

……..……

3. To what extent does management style affect financial stability of hospitals?
   - ☐ Great extent
   - ☐ Moderate extent
   - ☐ Low extent
   - ☐ No effect
4. To what extent do you agree with the following statements relating to management style and financial stability of hospitals. Use scale.1. Strongly agree.2. agree.3. Neutral.4. disagree.5. strongly disagree

Statement	1	2	3	4	5
The management uses participate decision making approach					
The input of staff is taken into consideration when making decisions					
Employee involvement in decision making enhances financial stability of the organisation					

SECTION (5): DONOR FUNDING

14 Do donor funding affect financial stability of hospitals?

- ☐ Yes
- ☐ No

15 Explain

……..……

…….……..……

……..……

16 To what extent does donor funding affect financial stability of hospitals?

- ☐ Great extent
- ☐ Moderate extent
- ☐ Low extent
- ☐ No effect

To what extent do you agree with the following statements relating to donor funding and financial stability of hospitals. Use scale.1. Strongly agree.2. agree.3. Neutral.4. disagree.5. strongly disagree

Statement	1	2	3	4	5
The funding coming from donors is adequate to meet the needs of the hospital					
The funding is received within the required time					
Donor funding ensures financial stability of health institutions					

Thank you for your time

APPENDIX IV: PLAGIARISM REPORT