

Influence of Strategic Aggressiveness Posture on Transient Competitive Advantage Adoption among Private Hospitals in Nairobi City County, Kenya

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Abstract

Hyper dynamic business environment has rendered the pursuit of sustained competitive advantage untenable, hence the need to focus on transient competitive advantage which is a combination of various factors, which result in the ability of the firm to adapt swiftly to a fast-changing environment. This study's' purpose was to assess the influence of strategic aggressiveness posture on adoption of transient competitive advantage. The precise objective of the study entailed was to assess the influence of strategic aggressiveness posture on the adoption of transient competitive advantage by private multi-practice hospitals in Nairobi City County, Kenya. This study was guided by the dynamic capability theory of the firm and McGrath transient competitive advantage theory. The study adopted a descriptive correlational survey research design. The total target population was 400 hospital administrators from which a sample size of 200 respondents was selected using Stratified random sampling method. To enhance reliability and validity of study instruments, a pilot study was carried out whereby a reliability coefficient of 0.7 was considered acceptable. Both descriptive and inferential data analysis methods were used to analyze data. Analysis of data was done within acceptance margin of error of 0.95. Regression beta coefficients were used to examine influence of the independent variables on the dependent variable among private multi-practice hospitals in Nairobi city County in Kenya. The study found out that that strategic aggressiveness posture had a statistically significant influence on transient competitive advantage ($\beta = 0.397(t=.000)$) and with model prediction of R square 0.292 significant at $F=.000$). The study concludes that strategic aggressiveness posture has a statistically significant influence on transient competitive advantage among private multi-practice hospitals in Nairobi city County in Kenya. Thus the study recommends the hospitals' policy reviews to capture these areas for improvement: review policy to revamp competition analysis, increase market assertiveness and soldier towards best cost provision as well as adopt unpredictability in services differentiation.

Key words: Transient Competitive advantage, Strategic posture, Strategic aggressiveness,

Introduction

A host of factors from technologies revolution, reduction in lead-time and life expectancy of products, changing customers` habits, behavior, and demands, globalization among other factors are creating hypercompetitive environments for firms (Pfanstiel, Rasche, 2017; Chang, Chiao, & Tsai, 2017). This unpredictable and competitive environment has placed many firms at risk of losing their markets or even exiting and closing their businesses (Pascucci, Meyer, & Crubellate, 2017). Many factors contribute to the health sector's complex environment, including the rise of digital technologies related to how healthcare is delivered, such as telemedicine, changing patient populations, and their needs, higher patient expectations, the development of medical technology, medical staff turnovers, and the presence of many multi-practice hospitals (Pfanstiel, Rasche, 2017; Mahasneh, Alnahdi & Bani-Hani, 2020). As a result, hospitals must find the right strategic posture, and discover new ways to compete by identifying the necessary means and processes for improvement; innovating, redesigning, and developing health services (Chang, Chiao, & Tsai, 2017).

The health sector's challenges have been exacerbated by the COVID 19 pandemic, which has increased the complexity and turbulence in both the business and health sectors. COVID-19 has created an unprecedented level of uncertainty since its inception in 2019. The COVID-19 outbreak has posed a unique public health threat to most countries around the world, particularly African countries such as Kenya because the government and most health facilities cannot detect and respond to COVID-19 cases (Gilbert, Pullano, Pinotti, 2020). To cope with the current unstable environment there is need for the firms to have the proper strategic posture.

McGrath (2013) proposed the idea of transient competitive advantage and a model to explain this concept using six strategies to achieve TCA, which include: removing industry restrictions, adopting new standards and supporting innovation activities, focusing on customer experience and solutions. Further McGraith asserts that organizations that have mastered turbulent environments have learned to continually free up resources in order to support the development of new ones. Despite the potential of this idea to enable businesses to thrive in the 21st Century, little attention in terms of practice and scholarship has been observed. Thus this study focuses on strategic posturing and transient competitive advantage Kenya's Private healthcare system.

On the other hand, Igor Ansofs ideas on strategic posturing explain a firm strategy in terms of change from a familiar environment to an unfamiliar world of new technologies, new competitors, new consumer attitudes, new dimensions of social control, and above all, a questioning of the firm's role in society to achieve competitive advantage (Ansoff, 1984; Ansoff, Kipley, Lewis, Helm-Stevens, Ansoff, 2019). Consequently, Firms must respond to highly turbulent environments by preparing for and anticipating all levels of turbulence through proper and viable strategic planning, explicit aggressive strategies, and relevant organizational capabilities to execute. Firms typically adopt specific strategic posture to achieve strategic goals. This study investigated strategic posture variables such as customer orientation and strategic aggressiveness.

Despite the importance of strategic posturing due to turbulent business environment; scanty literature exists on scholarly works focusing on strategic posture and adoption of transient competitive advantage. Nevertheless, there are several scholars who have explored related studies on strategic posture and the adoption of transient competitive advantage from different geographical regions and times. Naamati, (2020) carried a study on strategic management as an adaptation to changes in the ecosystems of public hospitals in Israel. The study established that healthcare organizations in Israel have been undergoing a turbulent environment as a result of government reforms in the public health services. To cope with this dynamic environment, health facilities have been adopting strategic management, but full benefits are yet to be realized due to various challenges such as inappropriate managerial strategies among others

In the United States of America, Akbar, Robert, Larry, Ferhat, Maziar, Anthony, and Neeraj, (2019) carried a study on the effect of environmental instability on the hospital strategy-financial performance relationship. The study established that the health care environment in America has been experiencing rapid changes like registration of new regulations acts, change in consumer expectations, and the emergence of new technologies and new sources of competition. Pramudiana, (2017) carried a study on transient competitive advantages of Telkomsel an Indonesian telecommunication company. The study established that themes, arena, customer experience, and systemic innovation influence readiness and awareness of Telkomsel in confronting hypercompetition and rapid change to convert to a firm that has transient advantage.

Regionally, there is also paucity of research focusing on Transient competitive advantage especially in Africa. Attempted studies seem to focus of some underlying latent variables, for instance, Naatu (2016) explored brand building for competitive advantage within the Ghanaian adornments trade in a comparative study. The discoveries show that advancement, inside branding, brand positioning/promotion, and customer introduction are the foremost critical aggressive marketing components utilized by the companies to pick up a competitive edge.

Bosch and Rossouw (2021) conducted research on the strategic positioning of a motorcycle manufacturer in South Africa during the fourth industrial era. Based on the study, in order to maintain a competitive advantage, the motorcycle manufacturers must adopt technology and innovation so as to fulfill the increased customer demands and expectations. The advent of fourth industrial revolution has pushed firms to create more aggressive strategies so as to improve quality, service, innovation, and speed, as well as cost competitiveness. On the other hand, Agaba, Emenike, and Olutayo (2018) conducted a relative case study on the influence of product innovation and pricing on competitive edge of beer products in Uganda. The study established that product innovation and pricing have a significant effect on competitive advantage.

In Kenya, despite the importance of strategic posturing due to a turbulent business environment, scanty local literature exists on scholarly works focusing on strategic posture and transient competitive advantage. Wanyama, Wechuli, Ndombi, Otiso, and Wanyonyi (2018) carried out a study to establish the effect of strategic management posture on the performance of the commercial banks in Nairobi Kenya. The findings revealed that there was a strong positive relationship between strategic management posture and the financial performance of commercial banks in Nairobi.

Mutua (2020) studied the use of customer service to gain a competitive advantage at Gertrude's Children's Hospital in Kenya. The findings show that the hospital used a different customer service strategy to stay competitive. Kang'e in 2020, studied the influence of transient advantage on performance; precisely, the role of innovative products, distribution models, market sensing capability and strategic partnerships on performance in private health insurance firms.

Competition within the health industry in Kenya has required recognizable proof of the right vital pose utilized by private clinics which can lead to appropriation temporal competitive advantage to help them stay important and competitive. Further, challenges in Kenya's healthcare system are characterized by new disease patterns; advanced technologies; market competition, globalization, changing customers` habits and needs; inefficiency, low productivity challenges, diverse workforce requirements, and change in law, policy, and governance frameworks; more so, Brain drain is also noted among trained doctors who end up in other countries due to lack of growth opportunities (Mwoka,2017).

Due to the myriad of challenges, hospitals and other healthcare providers must conduct business differently to compete effectively in this volatile and competitive environment and thus ensure their survival. As staged by COVID-19 pandemic, Hospitals in Kenya had a challenge of making quick transitions to adapt to the changes in the business environment. Against this backdrop, this study assessed the influence of strategic posture on adoption of transient competitive advantage.

Statement of the Problem

The 21st Century's, businesses landscape is marred with dynamic and surprising hyper competition; thus businesses that adopt Transient competitive advantage have higher potential for survival than those who ignore it. According to (McGrath, 2013), the idea of transient competitive advantage has superseded sustainable competitive advantage and as such, businesses should craft a new strategy by nurturing many transient advantages to adapt swiftly to business environment changes. Conferring to UN-backed report, 3.5 billion people, accounting for more than half of the world's population do not have access to basic health services. Alarmingly, out-of-pocket healthcare expenditures force 100 million people to survive on \$1.90 or less a day. Arguably,

Healthcare providers around the world as well as in Kenya are facing different challenges as a result of a turbulent and competitive market environment (Ginter, 2018). Particularly, the healthcare industry in Kenya has become complex and challenging as it is characterized by new disease patterns; advanced technologies; market competition, globalization, changing customers` habits and needs; inefficiency, low productivity challenges, diverse workforce requirements, and change in law, policy, and governance frameworks (Mwoka,2017).

More so, globalization has made it possible for Kenya patients to seek medical services from other countries such as India, South Africa, and some European countries, which has exacerbated the health sector challenges in Kenya. According to the Ministry of Health, approximately 10,000 Kenyans travel abroad for medical treatment each year, at a cost of at least shillings 10 billion in total, even though the country offers 90 percent of the procedures (Netherlands Enterprise Agency, 2016). As a result of these challenges, hospitals and other healthcare providers must conduct business differently to compete effectively in this volatile and

competitive environment and thus provide quality service and ensure their survival as demonstrated during COVID- 19 challenge.

Finally, there is a paucity of empirical studies that have explored this area both locally and internationally. initial studies focused more on development of transient competitive advantage theory (Muneer,2019 , Peranganin,2015; McGrath,.2013).Progressively, recent studies continue to present the concept of TA in organizations (Hawkins & Fryling 2017).Largely the Studies posit that TA may be exceedingly synergistic and applicable in the face of fierce competition and turbulent environments due to the nature of the value-creating strategy that continually develops diverse and new advantages (Madhok & Marques 2014). As Pramudiana, (2017) carried a study on transient competitive advantages of Telkomsel an Indonesian telecommunication company, Zhang et al (2020) worked on transient competitive advantage in high-speed rail projects in Singapore. Additionally, Kaharuddin,(2017) explored and measured the transient competitive advantage readiness among hotels, and fashion industry at Bandung,in Indonesia. Botes and Pretorius (2020) explored Management Perceptions of Competitive versus Transient Advantage among South African business executives. Hite *et. al* (2020) studied transient advantage and performance of private health Insurance sector in Kenya, none of these studies has focused on strategic posturing and transient competitive advantage in Private hospitals in Kenya.

It is against this backdrop that this study sought to bridge the empirical gap and contextual challenges in Kenyan healthcare by focusing on strategic aggressiveness posturing and how this may influence the adoption of transient competitive advantage in the turbulent landscape in which Kenya's private multi-practice hospitals operate.

Objective of the Study

This study's general objective was to establish the influence of strategic aggressiveness posture on the adoption of transient competition among Nairobi private multi-practice hospitals in Kenya.

Literature Review

Theoretical Literature

This study explored theories of strategic posture and transient competitive advantage. The theories used include: Dynamic Capabilities Theory to expound on the strategic aggressiveness and Transient Competitive Advantage Theory (TCA) to guide on transient competitive advantage adoption which is the study's dependent variable.

Dynamic Capabilities Theory

The Dynamic Capabilities View (DCV) is grounded on Schumpeter's (1934) advancement theory, which positions that competitive advantage is attained by disrupting current assets and recombining them into the supreme working capabilities in an organization. These capabilities

allow organizations to create hypotheses around shifting customer preferences and the business environment that propels innovation; and then realign resources and the activities they undertake.

The notion that a firm's acquisition of valuable, rare, inimitable, and non-substitutable (VRIN) resources is a source of long-term competitive advantage (Teece, Pisano, & Shuen, 1997) is extended by dynamic capabilities theory: More specifically, DCV theory depicts path-dependent forms that allow firms to adapt to rapidly changing situations by building, coordinating, and reconfiguring their asset and capability portfolios (Teece, Pisano & Shuen, 1997). According to this viewpoint, competitive advantage happens when a firm implements an esteem making methodology that is not simultaneously being executed by any current or potential competitors (Barney, 1991). Thus this theory explains strategic aggressiveness as dynamic capabilities that organizations can adopt.

Transient Competitive Advantage Theory (TCA)

According to McGrath, the intensely competitive climate has rendered most traditional strategic viewpoints obsolete. For organizations to reach their congruence, adaptive organizations scan their surrounding environment (i.e., consumers, competitors, and technology) as well as their internal organizational skills connected with innovation, according to Garg et al. (2003). Indeed, when customer groups and preferences change quickly, businesses are forced to change their products and services and create "new competitive space" (Hamel and Prahalad, 1994), which is why continuous learning about markets and customers; and being first to market with new products or services, is valued.

McGrath (2018) proposed transient competitive advantage as a strategic approach that involves exploiting short-lived opportunities in rapidly evolving competitive environments. The author argues against relying on the theory of sustainable competitive advantage, which can lead to organizational rigidity and inhibit innovation. To summarize, the transient advantage theory opens the way forward within intense and hypercompetitive environments. It provides a design framework useful in this study that explains the dependent variable transient competitive advantage.

Empirical Literature

Various studies have attempted to test the concept of strategic posture and either transient competitive advantage or with other antecedent factors, this section briefly explores these empirical studies

Influence of Strategic Aggressiveness posture on the adoption of Transient Competitive Advantage

Firms rely more on intangible resources to sustain competitive advantage because they are less visible and more difficult for competitors to understand, purchase, imitate, or substitute, such as strong brand names, tacit knowledge and skills, organizational culture, company reputation, technical knowledge, unique business processes, and partnerships (Hoskisson, Hitt, Ireland & Harrison, 2010). In order to create and sustain competitive advantage, firms should identify,

formulate, and implement relevant strategies whose benefits cannot be imitated by competitors (Bordella, Liu, Ravarini, Wu, & Nigam, 2012).

Diab (2014) also examined whether Jordanian private hospitals practice aggressive strategy as a competitive advantage dimension to attain competitive advantage, using data collected from 200 managers. The results showed that Jordanian private hospitals used aggressive strategy dimensions to achieve competitive edge. In a different study, Lindblom *et al.* (2013) carried out a study on the performance of firms and aggressive marketing abilities on retail entrepreneurs so as to analyze how market sensing capabilities among retail entrepreneurs influenced business performance in Finland. The study variables were tested using structural equation modeling (SEM) to establish how aggressive marketing capabilities affected profitability and growth. According to the survey, the majority of retail entrepreneurs had aggressive marketing capabilities that positively influenced performance.

Kungu, Desta, and Ngui (2014) discovered that equity banks used a variety of competitive strategies, such as the combination strategy, differentiation strategy, cost leadership strategy, and focus strategy; and that they possessed a variety of strengths that allowed them to survive in the market and compete favorably against rival firms. Additionally, Kungu, Desta, and Ngui (2014) promoted for more research into the aspects that affect the effectiveness of competitive strategies when dealing with diminishing demand for banking services in Kenya.

In view of reviewed studies, none has addressed influence of Strategic Aggressiveness posture on the adoption of Transient Competitive Advantage.

Conceptual Framework

From the reviewed literature the study variable relationships were hypothesized as demonstrated in the conceptual Figure 1.

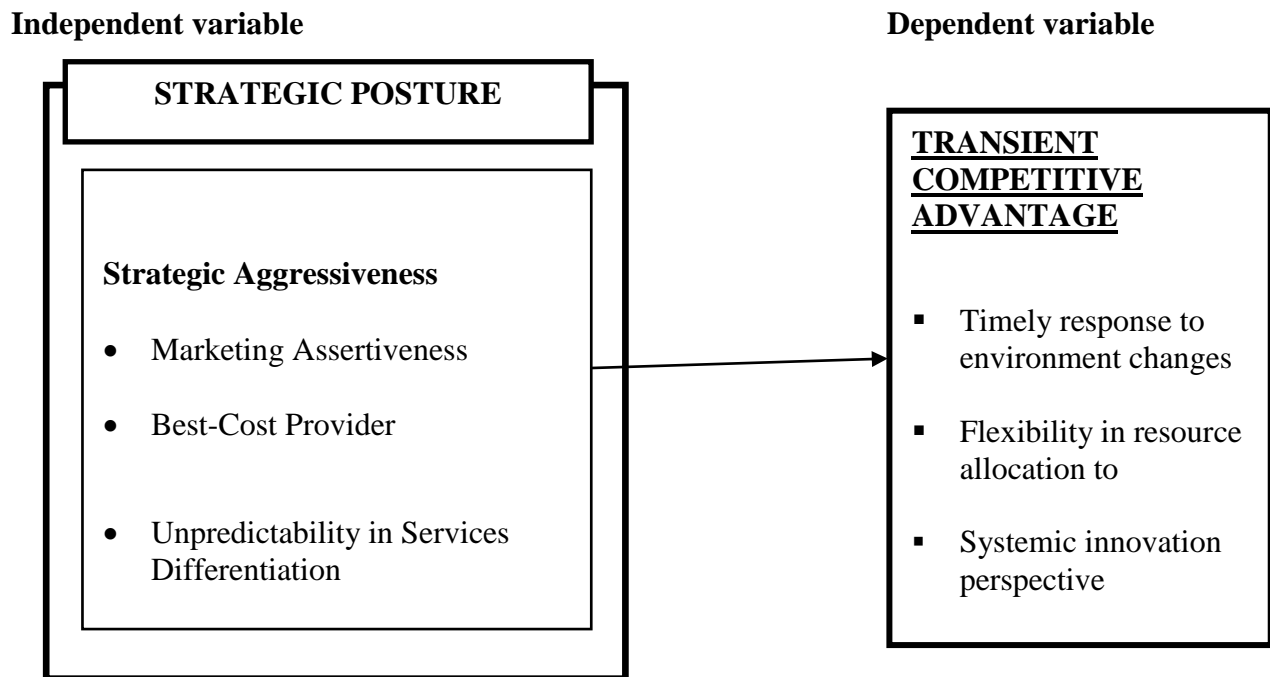


Figure 1. Influence of Strategic Posturing on adoption of Transient Competitive Advantage

Methodology

The study was conducted using a descriptive correlational research design and guided by the positivist research philosophy. The descriptive correlation design as posited by Creswell and Creswell (2018), and Saunders *et al.* (2016), aided in the testing and explanation of the associations between the strategic posture and transient competitive advantage. Besides, Zikmund *et al.* (2013) argued that correlational design is appropriate when the study seeks to establish a relationship between variables. The study's target population consisted of 400 hospital administrators (KMPDC, 2022). Yamane (1967) sample size formula was used to compute a sample size of 200 hospital administrators. The core data for this research was collected using a questionnaire. The findings were summarized using descriptive statistics such as frequencies, means, and standard deviations, and regression analysis.

Results

Response Rate

The study targeted 200 hospital administrators, however, the research managed to collect data from 176 respondents out of the targeted a total sample of 200. This represent 88% response rate. According to Mugenda and Mugenda (2003), the statistically significant response rate for analysis should be at least 50%. The study's response rate was acceptable since it was above 50%.

Descriptive Analysis of Variable Measures

The dependent and independent variables had data collected in form of five point Likert scales. All the Likert scales were analyzed using means and standard Deviations as demonstrated in this section.

Adoption of Transient Competitive Advantage

On a scale of 1 to 5 where an average score of 1 means strongly disagree, 2 means disagree, 3 means neutral, 4 means agree and 5 means strongly agree. The respondents averagely rated the following statements testing the Adoption of transient competitive advantage with mean of 3.5 and above; in their hospital, the business plan is easily adapted to adapt to emerging business environmental challenges (Mean=3.7, SD= 1.114), Risk assessment is integrated in business planning (Mean=3.84, SD=0.927), Continuous monitoring and feedback integration is part of their business plan (Mean=3.92, SD=1.129), In their hospital, budgets are evaluated and adjusted to meet current and emerging expenses (Mean=3.64,SD=1.165), Hired employees are encouraged to multitask and accept job redesign (Mean=3.87, SD= 1.126), their hospital's strategic plan incorporates innovation and adaptation to change as part of its strategic objectives (Mean=3.76, SD=0.930), their hospital has embraced a culture of creative teams where ideas are shared (Mean=2.71. SD=1.0430 and the human resource policies adopt creativity and innovation as part of performance appraisal measures (Mean=3.33, SD=0.956). The results are as shown in the Table 1.

Table 1. Adoption of Transient Competitive Advantage

	N	Mean	Std. Deviation
In my hospital, the business plan is easily adapted to adapt to emerging business environmental challenges	176	3.70	1.114
Risk assessment is integrated in business planning	176	3.84	.927
Continuous monitoring and feedback integration is part of the business plan	176	3.92	1.129
In my hospital, budgets are evaluated and adjusted to meet current and emerging expenses	176	3.64	1.165
Our financial plans allow for reallocation of vote heads to accommodate new opportunities	176	3.26	1.237
Hired employees are encouraged to multitask and accept job redesign	176	3.87	1.126
My hospital's strategic plan incorporates innovation and adaptation to change as part of its strategic objectives	176	3.76	.930
My hospital has embraced a culture of creative teams where ideas are shared	176	2.71	1.043
The human resource policies adopt creativity and innovation as part of performance appraisal measures	176	3.33	.959

Strategic Aggressiveness

On a scale of 1 to 5 where an average score of 1 means strongly disagree, 2 means disagree, 3 means neutral, 4 means agree and 5 means strongly agree. The respondents averagely rated the following statements testing the Strategic aggressiveness with mean of 3.5 and below; In their hospital, variety of marketing campaign methods are used to attract clients (Mean=3.5, SD=1.080), the methods used in marketing target all types of clientele (Mean=2.66, SD=1.222), Variety of advertisements are used consistently to expose hospital services to customers (Mean=3.20, SD=1.202), their hospital is known as best cost provider in the region (Mean=2.15,SD=0.845), their services are effectively managed to reduce process costs (Mean=2.55, SD= 1.094), their clients enjoy best price offers in different seasons (Mean=2.22, SD=0.945), their service offerings are changed often to meet customer needs (Mean=2.17, SD=0.891), their competitors cannot keep track of our differentiation strategies (Mean=2.09, SD=0.931), and there is intensive differentiation in our services to meet different generation needs (Mean=1.70,SD=0.646). The results are as shown in the Table 2.

Table 2. Strategic Aggressiveness

	N	Mean	Std. Deviation
In my hospital, variety of marketing campaign methods are used to attract clients	176	3.50	1.080
The methods used in marketing target all types of clientele	176	2.66	1.222
Variety of advertisements are used consistently to expose hospital services to customers	176	3.20	1.202
Our hospital is known as best cost provider in the region	176	2.15	.845
Our services are effectively managed to reduce process costs	176	2.55	1.094
Our clients enjoy best price offers in different seasons	176	2.22	.945
Our service offerings are changed often to meet customer needs	176	2.17	.891
Our competitors cannot keep track of our differentiation strategies	176	2.09	.931
There is intensive differentiation in our services to meet different generation needs	176	1.70	.646

Inferential Analysis

In this section both Pearson’s correlation analysis and Linear regression analysis were conducted to ascertain the relationships between study variables as well as how independent variables influence the dependent variable. The results are illustrated in this section.

Correlation Analysis

Correlation tests in this analysis is treated as a pretest before regression analysis. In this study, analysis was carried out to determine whether there were significant associations between variables. The Pearson’s product-moment correlation coefficient (r) was used to explore relationships between the variables, the direction and their strength. It was important to assess the nature of relationships existing between the variables before carrying out further analysis.

Normally, r ranges between ±1. Where r= +0.7 and above it indicates a very strong positive relationship; r=+0.5 to below 0.7 is a strong positive relationship; r=0.3-0.49 is a moderate positive relationship while r=0.29 and below indicates a weak positive relationship. Where r=0 it indicates that there is no relationship and if less than 0 then a negative correlation between variables exists (Esther- Smith, Thorge & Love, 1999). The results of correlation analysis are presented in Table 3.

Table 3. Pearson’s Correlation Matrix of Independent Variables of the Composite Model

		Y: Transient Competitive advantage	X ₁ : Strategic Aggressivene ss	VIF
Y: Transient Competitive advantage Adoption	Pearson Correlation	1.000		-
	Sig. (2-tailed)			
X₁: Strategic Aggressiveness posture	Pearson Correlation	.540*	1.000	1.320

*. Correlation is significant at the 0.05 level (2-tailed)

The correlation analysis results revealed that there was a positive and a significant relationship between Transient competitive adoption and strategic aggressiveness posture (r=0.540, p<0.005). This finding is consistent with findings of Xu *et. al* (2022), in their study on Strategic aggressiveness and the adoption of transient competitive advantage among Chinese firms where findings show that firms with a more aggressive strategic posture have higher probability to adopt transient competitive advantage in so as to gain a temporary edge over their competitors.

Generally, correlations between the variables were strong ($r=+0.5$ to below 0.7) and ($r=0.3-0.49$) which is a moderate positive relationship. None of the relationship tests had VIF of more than 10 meaning they were not highly correlated and thus suitable for further analysis using regression.

Regression Analysis

Linear regression analysis was run to test how the independent variables predicted the Dependent variable; as well as to finally test if the independent variables had a statistically significant influence on the dependent variable.

The results from the model summary table showed that $R\text{-square}=0.292$ indicating that strategic aggressiveness predicts 29.2% of the adoption of transient competitive advantage. Choice as shown in the Table 4

Table 4: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.540 ^a	.292	.290	.36507

a. Predictors: (Constant), Strategic Aggressiveness

ANOVA Table for Linear Regression Between Strategic Aggressiveness and Adoption of Transient Competitive Advantage

The ANOVA table results in this study showed that the linear regression model of $Y = \beta_0 + \beta_1 X_1$ is significantly linear at ($F=10.618, p=0.00$). In this model Y is the Transient competitive advantage adoption Choice, X_1 is the Strategic Aggressiveness, β_0 is a constant, and β_1 is the coefficient of X_1 in the model

Table 5: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.390	1	4.390	10.618	.001 ^b
	Residual	56.559	175	.319		
	Total	58.949	176			

a. Dependent Variable: Transient Competitive Advantage Adoption
b. Predictors: (Constant), Strategic Aggressiveness

Coefficients for Linear Regression Between Strategic Aggressiveness and Adoption of Transient Competitive Advantage

The coefficients tables indicate that the linear regression model $Y = \beta_0 + \beta_1 X_1$ is $Y = 2.553 + 0.196 X_1$. This means that, when other factors are held constant, an improvement in the strategic aggressiveness by 1%, improves Transient Competitive Advantage Adoption Choice by (beta = 0.397) 40 %. Thus strategic aggressiveness has statistically significant influence on transient competitive advantage.

Table 6: Coefficients

Coefficients						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.553	.154		16.530	.000
	Strategic Aggressiveness	.196	.060	.397	3.258	.001

a. Dependent Variable: Transient Competitive Advantage Adoption

Discussion

Influence of Strategic Aggressiveness posture on Adoption of Transient Competitive Advantage by Private Multi-Practice Hospitals in Nairobi City County, Kenya

Systematically, there has been studies that have similar findings as that found in this study that strategic aggressiveness has statistically significant influence on transient competitive advantage. Hunt and Madhavaram (2020) advanced that strategic aggressiveness affects a firm's ability to realize transient competitive advantage. The study findings showed that strategic aggressiveness, which entails preemptive moves and aggressive resource deployment, assists firms gain and sustain transient competitive advantage. Comparatively, the study observes that excessive aggressiveness may lead to negative outcomes such as escalated competition and low profit margins. Xu et al. (2022), in their study on Strategic aggressiveness and the adoption of transient competitive advantage among Chinese firms found out that firms with a more aggressive strategic posture have higher probability to adopt transient competitive advantage in so as to gain a temporary edge over their competitors.

In Kenya, the adoption of TCA studies has been growing over the years, with firms seeking to gain a competitive edge in the market. Based on Muchira and Oloko (2017), globalization has led to increased adoption of TCA studies by firms in Kenya with firms concentrating on building and leveraging their resources and capabilities to achieve competitive advantage. In a study by Onyango and Ondiek (2022) companies in Kenya are investing in research and development to develop new products and services, that are then used to attain a temporary competitive advantages. Additionally, to Makau et al. (2019), proactive firms focus on creating and exploiting opportunities in the market. specifically, the study asserts that proactive firms in Kenya are investing in research and development, strategic partnerships, and mergers and acquisitions to gain temporary competitive advantages.

Drawing from this study and these other studies, it can be deduced that Strategic aggressiveness has a significant effect on the adoption of transient competitive advantage. Since transient competitive advantage refers to a short-lived advantage that a company may have over its competitors.

Conclusion

In this study, the study objective was “To assess the influence of strategic aggressiveness on adoption of transient competitive advantage by private multi-practice hospitals in Nairobi City County, Kenya”. Based on study findings, it is concluded that strategic aggressiveness ($\beta=0.397$) had statistically significant influence on transient competitive advantage among private multi-practice hospitals in Nairobi city County in Kenya. Therefore, the study rejects the null hypothesis and upholds the alternative hypothesis that strategic aggressiveness has statistically significant influence on transient competitive advantage.

Recommendations

Observations from the descriptive analysis of strategic aggressiveness posture variable show that the hospitals are not known as best cost providers in the region (Mean=2.15, SD=0.845), and that their services are not effectively managed to reduce process costs (Mean=2.55, SD= 1.094), more so their clients do not seem to enjoy best price offers in different seasons (Mean=2.22, SD=0.945). Based on this assertions, the multi-practice hospitals need to address the issue of cost of services to meet the consumer expectations at the same time break even and make their return on investment margins

Although strategic aggressiveness posture had a positive influence on transient competitive advantage, the mark of 40 % can still be improved so that the hospitals can leverage more on transient competitive advantage in these turbulent and dynamic times. Future studies may study other strategic postures such as customer orientation and technology adoption.

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